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MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE

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BLAW-KNOX FOREMAN WILLIAM G. WHITE as General Chairman at the Second Annual Industrial Management Conference of Western Pennsylvania (NAF) Affiliated Clubs in Pittsburgh, January 26. (See pages 5, 20).



MARCH 1951

FORTY CENTS

FIGHT WASTE



IN PEACE WASTE IS A SIN...
NOW... WASTE IS A CRIME!

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for increasing productive efficiency

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- No. 7 Flexible Back Metal Band Saws
- No. 8 Inserted Tooth Circular Metal Saws
- No. 9 General Information on Files
- No. 10 Saw Files
- No. 11 Machinists' Files
- No. 12 Special Purpose and Wood Working Files
- No. 13 Superfine Swiss Pattern Files
- No. 14 "Rights and Wrongs" in Refitting Circular Saws
- No. 15 Wide Band Saws—Log Mill Saws
- No. 16 Narrow Wood Cutting Band Saws
- No. 17 Dado Cutters
- No. 18 Solid Tooth Circular Wood Cutting Saws—Flat Ground—Rip and Cross-Cut
- No. 19 Circular Wood Cutting Combination Saws—Hollow Ground—Raker Tooth Type
- No. 20 Circular Wood Cutting Combination Saw—Flat Ground—Raker Tooth Type
- No. 21 Solid Tooth Circular Edge Saws
- No. 22 Solid Tooth Circular Trimmer Saws—Flat Ground
- No. 23 Narrow Band Saws for Cutting Plastics
- No. 24 Solid Tooth Circular Plastic Saws—Hollow Ground
- No. 25 Circular Knives
- No. 26 Paper Knives
- No. 27 Thin Planer Knives
- No. 28 Heavy Planer Knives
- No. 29 Veneer Knives—Rotary and Slicer
- No. 30 Chipper Knives
- No. 31 Cutter Heads—Circular, Generated and Straight Knife Types

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MANAGE

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Vol. 3

MARCH 1951

No. 7

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... giving generously of their time toward better teamwork and performance by all ranks of management ... for a stronger American system.

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Lerda



McKeand



Rimanoczy



Williams

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CALENDAR

1951		
Mar. 15-17	Amer. Society of Training Directors Convention	Philadelphia
Mar. 31	Great N. Y. NAF Area Conf. Hotel, New Yorker, New York City	
Apr. 23-26	55th Annual Convention-Amer. Foundrymen's Society	Buffalo
Apr. 16-20	NAF Educational Seminar	Toledo
Apr. 30-May 24	4th Natl. Materials Handling Exposition, International Amphitheatre	Chicago
May 24-26	NAF Board Meeting	Fort Worth
June 11-15	2nd Annual Conference on Industrial Research	Columbia University New York City
Sept. 26-29	NAF CONVENTION	CHICAGO
1952		
Sept. 17-20	NAF CONVENTION	CLEVELAND



THE NATIONAL ASSOCIATION OF FOREMEN

RAY ARDUSER, President

HAROLD LYDA, Secretary-Treasurer

J. E. COX, First Vice President

J. E. BATHURST, Executive Vice President

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.



We Look At

WASHINGTON

Edited By
Harry P. Jeffrey

Administration Policy

THE administration is in difficulty with labor union leaders in regard to wage and price controls and top echelon men to run the organization. Its trouble stems from indecision and from its inability to outline a policy and then stick to it.

During World War II the late President Roosevelt attempted to control this problem by creating a two-headed agency, one administrator representing management and the other organized labor. The result was almost constant inability to make decisions and act on them. The President himself constantly was called upon to intervene and act as the umpire.

President Truman started out to avoid this problem by appointing one man, Charles E. Wilson, to direct the effort. Organized labor leaders have complained that they do not have a proper voice in determining policy, and recently the labor representatives of the Advisory Board have withdrawn.

On the surface the immediate stumbling block was the recommendation of the public members that wages should be allowed to rise between now and July 1, 1951, by eight per cent. Thereafter this figure was upped to 10 per cent, but labor's representatives insisted upon 12 per cent.

This present problem simply underlines the root problem which is that in the last analysis a single administrator must be given authority to make decisions and determine policy.

President Truman at this writing is attempting to iron out the difficulty, and the decision presently is unknown. It may be taken for granted that Mr. Wilson will not continue to serve the government if he feels that his authority and power to act are hamstrung by intervention from the President or by boards and regulations which prevent real action.

Not only must some individual be clothed with requisite authority, but that individual must not be representative of any group of our people. Moreover, when assuming office, he must completely divorce himself from all past connections. This Mr. Wilson did in resigning from the General Electric Company.

One difficulty of appointing a representative of organized labor is illustrated by the case of George M. Harrison. Mr. Harrison was appointed

assistant to Economic Stabilizer Eric Johnston. He retained his position as president of the Brotherhood of Railway Clerks, and vice president of the AFL, and devotes but half of his time to ESA. Currently, as president of his union, Mr. Harrison is negotiating for a wage increase, and presumably as assistant to the ESA administrator, he will have a voice in determining whether any increase granted will be consistent with government policies.

It is the old story that a man cannot serve two masters. If organized labor leaders are to share in determining policies which are best for the people as a whole, they must be willing to completely divorce themselves from other employment and interests.

The indecision which characterizes the present administration is forcibly illustrated by another current development. When a Senate Subcommittee criticized the administration of the Reconstruction Finance Corporation and recommended that the present governing board of that agency be eliminated, the President described the report as "asinine." He promptly renominated and sent to the Senate for confirmation the names of all of the present members of that board. Within one week thereafter, the President completely reversed his position, adopted the suggestion of the Senate Subcommittee for a single-headed agency, and withdrew the nominations of the board members. Whatever the ramifications behind this action may be, it is questionable whether stable, orderly government in this time of crisis can be achieved by such actions.

Production For War

IT is significant that under the direction of Charles E. Wilson, a different type of production for war is being planned than was used in World War II. At that time, production for civilian use was drastically curtailed and factories formerly devoted to producing for civilian use were converted into plants for armament production. In most cases and at that time no other type of action was possible.

Today the emphasis is on creating stand-by plants and reconditioning emergency plants which were built during the last world war and then dismantled. The effort of course is for a minimum of interference with ordi-

nary civilian production. If we are not engaged in all-out war by the middle or end of 1953, there is likely to be a severe cutback of the present effort to produce implements for war. The present emphasis on stand-by and reconverted plants, in such case, will lessen the shock to the economy of the country if war production tapers off. If this policy is maintained and if all-out war does not come in the next two years, the country should be armed to the requisite degree, be capable on short notice of vastly increasing production for war, and still permit a return to at least a substantial peacetime economy with a minimum of shock.

Senate Labor Committee

AS discussed in the February issue, the Senate Labor Committee is heavily weighted with members from both parties who are responsive to the demands of organized labor leaders. This Committee obviously plans to be active. It has asked the Congress for an additional appropriation of \$125,000 in addition to its regular allowance which approximates \$100,000 this year. Senator Hubert Humphrey of Minnesota is chairman of the Labor Subcommittee, and has requested the additional appropriation for salaries and expenses for the committee's staff. It is difficult to understand why such additional sums are necessary for this committee at this time. If the purpose is to grind out partisan reports which will be used as propaganda, then the additional appropriation should be denied. Certainly when Congress is requesting the administration to economize in the operation of all branches of government other than defense, then the Congress should take the lead and set an example in pruning its own requests for additional appropriations.

National Labor Relations Board

GENERAL COUNSEL GEORGE BOTT of the NLRB has been handed a hot potato. The Textile Workers Union, CIO, has appealed from the decision of the Regional NLRB director who refused to issue a complaint on the union charge of refusal to bargain against the American Enka Company. The company relied on a previous decision of the NLRB which held that when a rival union filed an election petition, an employer must not bargain with either union until the election has been held. It is reported that the new general counsel is being pressured even by certain members of the Senate. Regardless of the merits of the case, and in the interest of orderly administration of the law, it is to be hoped that Mr. Bott will permit the decision of the Regional NLRB director to stand and will not seek to reverse a decision of the board which happens to conflict at the moment with interests of one particular union.

Cover

"SWEETNESS AND LIGHT" aptly describes the character of Foreman William George White of Blaw-Knox Company, Blawnox, Pennsylvania. But much more than that, the life of this true foreman illustrates those countless opportunities within reach of foremen to grow in civic activity and service—to become true leaders. While many supervisors have inclined to gage a man's progress by his "vertical" growth in the plant, we have never been quite sure whether such development is as important as "horizontal" growth, whether from the standpoint of the individual himself or of his ultimate contribution to the sphere in which he moves.

Born at Reynoldsville, Pa., one of four sons and three daughters, Bill attended elementary school, went to work as machinist apprentice (at 5c an hour) 1903-06. Until 1910, when he came with Blaw-Knox, was machinist at such companies as Pressed Steel Car, Ridgeway Tool, Mesta Machine. Blaw-Knox promoted him to shop foreman in 1913, to Machine Shop foreman in 1915, became General Foreman in 1921 and continues such. He completed a course in mechanical engineering in 1921.

But what of this foreman's "horizontal" growth. From 1925 to 1935 he served as Blawnox Borough councilman—eight of those years he was president. He served a year on the School Board. In 1937 he was elected Burgess (magistrate) and served until 1946. He's past president of the Borough Fire Department, and of the Aspinwall Kiwanis Club; member of the Masonic Order; president of Board of Trustees of Blawnox Presbyterian Church for eight years and served as elder the past two years.

Bill White graduated from Pittsburgh School of Speech in 1937 (still growing), attended Dale Carnegie Human Relations instruction for two years, served as instructor; spent three years in Toastmasters International.

Last war he was member of Selective Service Board No. 11, Allegheny County. In 1946, helped form present Blaw-Knox Division Foremen's Club, promoted its NAF affiliation in 1947. Served as Club's first president, and for three successive years; assisted formation of Western Penna. Affiliated Clubs, served as first co-chairman and chairman. He was elected a national director in 1947 of The National Association of Foremen.

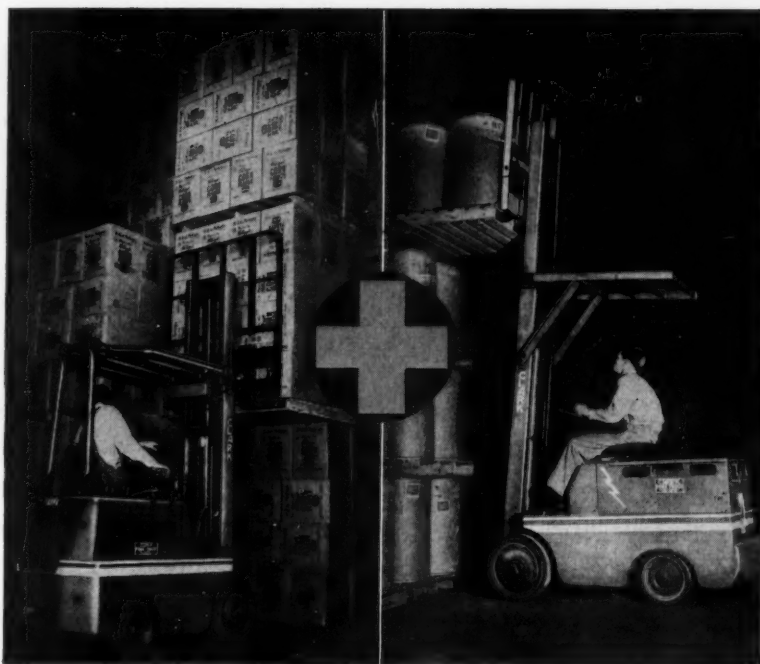
Let's not forget and it's as you'd suspect, Bill married his schoolgirl sweetheart, Alma Deemer, in 1912; have one son William, Jr., graduate of University of Pittsburgh.

The honor of presenting the "truest" foreman (in the broadest sense of that term) that it's ever been our pleasure to meet, is one which we have taken without Bill's consent or knowledge. We hope he'll forgive us.

Many years ago Samuel Gompers, one of the founders of the American Federation of Labor and its president from 1886 until his death in 1924, realized and declared that Socialism is bad medicine for any nation.

A one-time Socialist himself, Samuel Gompers denounced the doctrines and philosophy of the party when he saw what great benefits the American enterprise system gave the workingman. He said that economically Socialism is unsound; socially it's all wrong; and industrially, Socialism is impossible. The wiry little labor leader once told a gathering of Socialists:

"I have kept close watch upon your doctrines, I have been closely associated with many of you and I know how you think and what you propose. I know, too, what you have up your sleeve. And I want to say that I am entirely at variance with your philosophy."



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President Bert J. Pratt officially welcomes Harry L. Martin, director of purchasing, into membership of the Sylvania Foremen's Club at Buffalo. From left: Francis V. Cole, attorney; Mr. Pratt; Secretary Daniel Stump, Vice President James Case, Treasurer Patrick J. Brady, Mr. Martin.



Ford Motor's William H. Smith, director of statistical quality control, addresses Foremen's Club of Ranco Inc., Columbus, Ohio.



GLASSES, GLASSES, GLASSES—Everyone in room wore them during spectacular Air Force program showing low-level aerial photos before Convair Management Club, San Diego. Use of special glasses permitted audience to view pictures in three dimensions, a startling effect, which caused such sights as Empire State building to appear to "come out" at the audience. Cities and castles of Germany appeared as perfect toy replicas.—"CONVARIETY" Photo.

Management Men In Action



WHEN 600 ATTENDED the 1951 Regional Conference of NAF Management Clubs in Los Angeles. Theme of Conference: "Work

Smarter!" Eleven sectional sessions were held during the day-long meeting. John K. Morley, noted newsman, was luncheon speaker.

MANAGE March 1951

What Servel foremen do you can do in your own department...if you find out how to go about it.

WORK SIMPLIFICATION AIDS SERVEL FOREMEN

by Herman A. Straus, Supervisor of Work Simplification, Servel, Inc.



Servel's Straus . . . Be your own "efficiency expert?"

WHY is it that the outside "efficiency expert" can come into almost any department and uncover mistakes that we've not noticed or done anything about?

Perhaps it is because he doesn't know enough about our operations till he observes them most carefully—as we would do if we went in someone else's department to observe.

Most men in strange territory easily uncover improvements. It is reasonable to expect strangers on our home ground to discover things that we've not noticed. We can, however, train ourselves to be experts in our own areas. The Work Simplification Training program at Servel, Inc., has proved this many times over! Comments of the men at Servel who have had this training bear this point out.

A general foreman says that it taught him the right way to think. He now looks at both the job and the people doing it. Formerly, he observed the process and frequently excluded activities of the people. He also says that he has learned to analyze work more completely and in an orderly manner. Since he has had work simplification training, he has put into effect many improvements that he formerly believed could not be done.

Another general foreman said he now can recognize better the value of small improvements. He now looks for these as well as for the big ones—and a lot of these he thought would be little actually turned out to be of major importance.

Others have made similar statements. Nearly all emphasize how the training in work simplification helped them to observe better what went on in their own departments.

Training Begun at Top

Training did not begin at the foremen level at Servel, however, but with top management. Louis Ruthenburg, chairman of our Board of Directors, brought Dr. Marvin E. Mundel, professor and chairman of Industrial Engineering at Purdue University to Servel to initiate the program. A group of executives, including Mr. Ruthenburg, took the first course to assess the value of a work simplification course for the company.

They spent three hours a week for twelve weeks in group meetings, and much time outside the meetings to give them a thorough knowledge of the subject.

At the end of this training period, it was decided that the training should be carried on in the plant under our own supervision. Dr. Mundel cooperated until we had established our own program, suited to our specific needs.

So far we have trained production personnel down through foremen, time study men, plant engineers, development engineers, production control men—in fact, some from just about every division. We have found it wise not to train any man until his supervisor has had the course. This procedure was quite easy to follow since we started with our top management.

The men in these groups do three distinct types of work for this course:

- 1) Meet with other members of the group for discussion and lecture.
- 2) Read certain assignments outside of class.
- 3) Prepare an actual practice project that employs the technique discussed in the last meeting.

Each meeting is devoted to one work

simplification technique. Motion pictures, discussion and lecture are all used to drive home the techniques. After the basic ones have been covered, the training program enters a final phase during which detailed methods are discussed in group meetings. The men then select a final project to work on between meetings.

It is amazing to note that although the practice projects are selected by the men themselves for the prime purpose of getting practice in the use of the various techniques, about half of these projects eventually are responsible for cost reductions.

Techniques Simple

Here are the techniques we use. You are probably familiar with most of them, and except for a few highly detailed techniques requiring special equipment and training, they are quite simple.

The first one is **CHECK LISTS**. There is certainly nothing new about a check list. It is a printed or written list of questions or items intended to suggest ideas and aid our memories. We call it a separate technique because of the fine results we have realized from the use of check lists.

A class I teach at Evansville Evening College provides an excellent example of the value of a check list. One of the students, who worked by day in a local factory, proposed an improvement in a process in his plant that would have resulted in a 40 per cent labor saving. Before attempting to put it into effect he used a check list. One of the standard questions on almost any check list is "Can we change from 'make' to 'buy'?" He had not checked this possi-

(Turn to Page 29)

✓ Check List

by Robley D. Stevens, J.D.*, Management Consultant, Washington, D.C.

Here's a handy reference list of government publications surveyed with an eye to their usefulness to foremen and supervisors.

DOWN here in Washington, a group of experienced and well-informed government writers spend eight hours daily turning out salient information for foremen and other management groups. Subjects range from collective bargaining to the new Social Security Law. These official publications are available free or almost free upon request.

Inasmuch as the Federal Government spends millions of dollars yearly compiling, analyzing and publishing information relating to labor relations, personnel administration, supervision and such, as a direct help to foremen of America (of course, part of the tax dollar you understand) it is important that foremen know what information is available and where.

The writer made a recent survey of over 100 government publications to ascertain exactly what ones should be useful to foremen. As a result, the following check-list has been prepared. Let it be understood that these official publications are not dull. They contain excellent information and practical answers to the foreman's problems in the free enterprise system.

Further, foremen can obtain free advice and guidance on their other specific problems from most government departments cited herein.

Inasmuch as a complete description and listing of all the government publications would require more pages than a whole issue of *MANAGE*, I mention only typical day-to-day material that appears to serve foremen's use.

Foremen needn't be lawyers or memorize tomes of legal mumbo-jumbo to understand official government information. However, they do need to understand the data and some basic facts about the applicable laws that fit into their activities. Anyway, foremen can't go wrong in obtaining this important government information.

CHECK-LIST

INFORMATION FOR FOREMEN

From Bureau of the Budget, Executive Office of the President:

- 1) Production Planning and Control Management Bulletin.
- 2) Simplifying Procedures Through Forms Control.
- 3) Personnel Records and Control.

- 4) Fiscal Records and Control.
- 5) Property Records and Control.
- 6) Records Retirement and Controls.

From U. S. Bureau of Labor Statistics:

- 1) Bulletin No. 908, Union-Security Provisions in Collective Bargaining.
- 2) Bulletin No. 908-2, Collective Bargaining Provisions; Vacations, Holidays and Week-End Work.
- 3) Bulletin No. 908-3, Collective Bargaining Provisions; Incentive Wage Provisions, Time Studies and Standards of Production.
- 4) Bulletin No. 908-4, Collective Bargaining Provisions; Apprentices and Learners.
- 5) Bulletin No. 908-5, Collective Bargaining Provisions; Discharge, Discipline, Quits, Dismissal Pay Provisions.
- 6) Bulletin No. 908-9, Collective Bargaining Provisions; Wage Adjustment Plans.
- 7) Bulletin No. 908-17, Collective Bargaining Provisions; Health, Insurance, and Pensions.
- 8) Bulletin No. 546, Glossary of Wage Terms.
- 9) Bulletin No. 908-10, Union-Management Cooperation; Plant Efficiency, and Technological Change.
- 10) Bulletin No. 908-11, Seniority, In Progress.
- 11) Bulletin No. 908-12, Union and Management Functions, Rights, and Responsibilities.
- 12) Bulletin No. 901, Director of Labor Unions.
- 13) Monthly Labor Review.

From U. S. Division of Labor Standards:

- 1) Bulletin No. 123, Federal Labor Laws and Agencies.
- 2) Bulletin No. 82, Arbitration of Grievances.
- 3) Bulletin No. 60, Settling Plant Grievances.
- 4) Bulletin No. 66, The Foreman's Guide to Labor Relations.

From National Labor Relations Board:

- 1) Bulletin No. 81, A Guide to the N.L.R.A.
- 2) Rules and Regulations—Statements of Procedures, LMRA, 1947.
- 3) A Guide for Labor Organizations, Compliance with Section 9(f) (g) (h), LMRA, 1947.
- 4) Annual Reports.

From Federal Security Agency:

- 1) Bulletin No. 6, Staff Development, The Supervisor's Job.
- 2) Social Security in the United States.
- 3) Bulletin No. 236, Guide to Occupational Choice and Training.
- 4) Your New Social Security, 47 Questions and Answers.

* Co-author (with Professor E. W. Mounce) of textbooks "Collective Bargaining" (Available from International Correspondence Schools, Scranton, Penna.) and "Regulatory Recordkeeping" (available from LaSalle Extension University, Chicago 5, Ill.).

U. S. Dept. of Labor, Apprentice-Training Service:

- 1) Apprenticeship—Past and Present.
- 2) Setting Up an Apprenticeship Program.

Wage & Hour & Public Contracts Div., U. S. Department of Labor:

- 1) Bulletin No. 541, Definition of Terms of Executive, Administrative, and Professional employees.
- 2) Bulletin No. 778, Overtime Compensation.
- 3) Bulletin No. 516, Recordkeeping Requirements.
- 4) Annual Reports.
- 5) Bulletin No. 3, Rulings and Interpretation of Government Contracts.
- 6) Digest of the Federal Wage-Hour Law.

From Federal Mediation and Conciliation Service:

- 1) Annual Reports.

From Women's Bureau, U. S. Dept. & Labor:

- 1) Bulletin No. 232, Women's Jobs—Advancement and Growth.
- 2) Bulletin No. 236, Women in Higher-level Positions.

Bureau of Internal Revenue, Treasury Dept.

- 1) Your Federal Income Tax, 1950 edition.

Purpose of the foregoing government publications is to help foremen understand the "employer-employee" relations under a maze of rules, regulations and laws. They are important to foremen because they are finding an increasing need for official and practical labor-management information.

From a commercial standpoint, the employer has a right to expect his foremen be well-informed on the job. Further, foremen especially in times of crisis can not accept the challenge without practical information.

Since I consider myself a practical "guy" it is my firm conviction that the government information cited above is of great importance and value to all foremen.

Foremen do not have to spend four years in college to soon realize how beneficial official labor-management-government information is. Thus, perhaps the most significant contribution the government can make to foremen is through the publication of the foregoing booklets. As a result, it behooves every foreman to read and evaluate them.

Too many people are thinking of security instead of opportunity. They seem more afraid of life than death.

—J. Byrnes

MANAGE March 1951

MANAGE presents a materials handling problem and its solution involving industrial truck application.

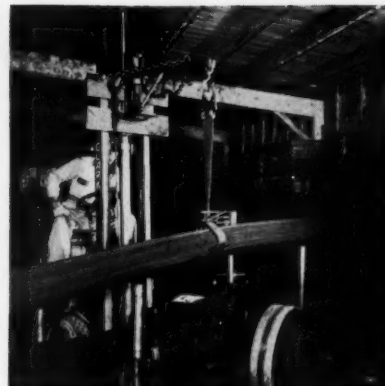
Special to MANAGE

Courtesy of

Clark Equipment Company and
Defiance Automatic Screw Company



VIEW NO. 1—Clark Yardlift-20, with special crane attachment fabricated by Defiance Automatic Screw Company, removes load of bar stock from rack at Defiance plant.



VIEW NO. 2—Clark Yardlift-20 (with special crane) loads trailer with bar stock from racks.

CASE STUDIES ... In Materials Handling

PROBLEM: To clear up a handling "bottleneck" and thereby increase production, and effect economies through a bar system for handling bar stock.

SOLUTION: A new system of handling bar stock using a 2,000-pound-capacity industrial lift truck, with a special crane and pin-and-eye coupler attachment fabricated in the company's own shop, as detailed below.

HANDLING bar stock from storage to the production departments in the Defiance Automatic Screw Com-

pany plant, Defiance, Ohio was a slow and tedious process when the management surveyed the operation, hoping to discover and develop improvements.

At that time, bars were removed from the storage racks and placed on trailers by hand, one at a time. Loaded trailers were towed to the production storage area near the automatic screw machines and the bars were unloaded, again by hand. This had to be a continuous operation to satisfy machine capacity.

Those studying the operation reasoned that if a number of bars could be loaded on the trailers at one time and unloaded similarly, not only would production be adequately supplied with materials but the cost of handling the bars would be greatly reduced. Since

the movement was vertical and horizontal, it was necessary to find pieces of equipment which could move materials in both planes.

An industrial lift truck was purchased and an attachment designed to be used on it. The machine had to lift loads of a ton or less and pull trailers. One truck was ideally suited to this operation for it had a lift capacity of 2,000 pounds and was equipped with pneumatic tires, giving it stability and traction when towing the trailers.

To this truck was fitted the special attachment which consisted of a collapsible boom, and a plate through which a hole was drilled. Steel tongues with stationary pins were attached to trailers. To unload bar stock from the storage racks, a slip-strap is attached to the boom. Before pulling bar stock from the rack a workman pushes a bar into the pile to make space for the slip-strap. When the strap is slipped under a load and the ends secured to the boom, the bars are pulled part way out of the rack and the forward end is lowered to the floor. When the wide strap is moved to the center of the load of bars the truck lifts the balanced pile and places it on a trailer.

Each load weighs approximately 1,200 pounds, and five of them are placed on a trailer. Next the boom is collapsed and the tongue of the trailer is attached to the plate at the bottom of the boom. Thus coupled, the trailer is towed to the production department. To unload the trailer, the operation is reversed.

The "bottleneck" was broken. The operation which previously took three and one-half hours has been cut to about 40 minutes, a saving in time of over 80 per cent.



VIEW NO. 3—Clark Yardlift-20 (with special crane) tows trailer load of bar stock from storage to point of use at Defiance Automatic Screw Company.

SOME DETECTIVE WORK ON ECONOMICS

By Fred G. Clark and Richard Stanton Rimanoczy*

I

FOR many years we have looked in vain for a simple explanation of why the tools of production always turn out more and better goods at lower costs when they are owned and operated by private individuals.

Last week Lady Luck tapped us on the shoulder and suggested that we buy a brand new (and highly exciting) book entitled "The Complete Detective," written by a dear friend of ours, Rupert Hughes.

This is a fascinating account of the life and achievements of Raymond Schindler, who is recognized as the top private detective in the world today.

On page 247 of the book we found what we have so long sought.

By way of explanation, we should mention that most of Schindler's work is catching crooks for banks, insurance companies, municipalities, and other large corporations.

He is paid large sums to do work that you would naturally believe would be done without charge by the police authorities.

Many of Schindler's cases do not reach him until after the authorities have failed.

He was once asked how he is able to succeed where highly intelligent, highly trained police forces fall down.

And here is what Mr. Schindler wrote:

"Why does a private investigating agency often succeed where the police fail? The answer is simple, and in no way compromises the worth, integrity or ability of the average policeman. A cop doesn't *have* to produce results. All he has to do is to avoid mistakes. He can go on for years, rise from pounding a beat to detective sergeant and higher. So long as he doesn't trip over something, or stick his neck out, or talk back when strategy counsels a tight pair of lips, he eventually retires honorably and settles down to his little garden patch in the suburbs. A private detective *must* get results. They are his stock in trade, the goods on his shelves, the dressing in his window. *Let him stop getting results and he stops getting cases.* It doesn't mean that the private investigator is necessarily any more alert or intelligent than the public investigator. It is simply an affair of bread and butter."

II

THIS is a perfect explanation of why government operated enterprise is never as efficient as private enterprise: *a government enterprise doesn't have to produce results.*

Queer things happen to men—good men—when they get into jobs where performance cannot be measured.

There is, of course, certain performance required of every person on government payroll, but the measurement is largely political in its nature rather than economic.

The lifeblood of private enterprise is customer goodwill.

Public enterprise does not have to worry about customer goodwill because it can always get a blood transfusion from the public purse.

A good example is found by comparing the attitude and performance of a typical U. S. postal employee and a typical Railway Express employee.

Both are rendering similar service, but the government worker feels that he is doing *you* a favor, and the private worker feels that you are doing *him* a favor.

III

THERE are many idealists who say that there is no reason—except prejudice—to believe that people will not work just as hard for the general welfare and advancement as they will for their own personal welfare and advancement.

The fact that the idealists do believe this is a great credit to their faith in their fellowmen, but that does not change the fact that they are *wrong*.

People who say that there are no *natural laws* governing man's economic behavior deny that human nature has *natural tendencies*.

One of these natural laws is called *the principle of least effort*.

Most forms of work are not pleasant to the people doing them, and without some form of compulsion it is *natural and inevitable* that there will be a minimum of work done.

The best of all forms of compulsion is that which is applied by the customer who rewards or punishes the people who serve him.

Everybody benefits because everybody who works for a living is also a customer.

That is the best way—that is the American way.

* Respectively general chairman and editorial director of the American Economic Foundation . . . —No. 19 in MANAGE Series of Economic Treatises.

Cut Out—Clip Along This Line and Save For Handy Reference

Supervisor Sizes Up Elementary Schools

Says social integration brought about at this educational level is far more important than vocational training.

by Kenneth E. Barnes, Administrative Assistant, Engineering Department, Lockheed Aircraft Corporation

OVER many years, the writer has observed at close hand the success or failure of scores of young men and women, representative products of our secondary schools. Particularly during the war years was there opportunity to examine and evaluate them for what they are worth to businessmen or factory owner.

It is increasingly clear that our secondary schools have failed to an extent in providing industry with socially competent graduates. This failure has had a profound effect on the progress of employees in American industry. That social integration is far more important than vocational training has been substantiated by studies conducted by the National Education Association.

Vocational Training Ineffectual

Vocational training in secondary school has been singularly ineffectual for several reasons. Even our best-equipped high schools lack the personnel to administer aptitude tests with

sufficient skill to accurately predict the vocation a student should pursue. And it is manifestly unwise to attempt more than limited amount of vocational guidance at such time. Furthermore, few schools have the money to finance or the teachers to administer an adequate vocational training program.

In all fairness to our schools, it is admitted that some progress in vocational training has been made. This is especially true at the junior high school levels (grades 7 through 9) where a serious attempt has been made in many areas to expose our youth to as many vocations as possible during this period. Objective is to help them grasp the barest fundamentals which could, upon graduation from the twelfth grade, influence them to continue training in the specific trade which interested them most. This type of training is relatively new in the science of education but it is believed that it has been beneficial. It has helped provide a better balanced education. The thought is that a little manual training in such basic arts as carpentry, auto mechanics, printing, sheet metal work, cooking, and sewing is far better than limiting secondary education to the "core curriculum" of English, mathematics, science, history, and foreign languages, important as these subjects undoubtedly are.

Outlines New Essentials

The need for new categories of education is urgent in the light of the importance of developing social competence or social intelligence in our youth as a basis for effective adult living. Before any amount of vocational training can be used to move an individual up the ladder of success he must have instilled in him, preferably and by reason of its responsibility by the secondary school, an appreciation and an inherent desire for good health, command of the fundamental processes (reading, writing, arithmetic, and speech), vocational training, worthy home membership, good citizenship, worthy use of leisure time, and ethical character. These are generally considered to be the cardinal points of a common education and it is urged that they be reflected upon in their relation to vocational success. The above needs of youth can very well be expanded briefly and placed into the following four categories:

1) *Need for Personal Health.* Here the student should gain knowledge of

physical and mental health, diet, posture, exercise, and rest. Information should also be given concerning drugs, germs, allergies, heredity, and glandular functions.

2) *Need for Self-assurance.* In this category the student should assume increasingly mature responsibilities. He should be given opportunity to gain a sense of achievement. At the same time, he should have the chance to escape from too difficult problems in order that he may gain a sense of proportion through an understanding of normal variability. As early as possible he should be made aware of the fact that there is always a fair balance between success and failure.

3) *Philosophy of Life.* The student should be encouraged to develop a satisfying world picture and a reasonably workable philosophy of life.

4) *Basis for Beliefs.* Lastly, the student should understand the scientific method for a basis of belief. To do this he must be able to gather facts systematically, formulate an hypothesis, test his hypothesis by further data, and derive a conclusion subject to revision upon discovery of new information resulting from further observation.

It can not be stressed too highly that trends, effects, scientific laws, predictions and controls are of much more importance to the secondary student than facts and figures.

To accomplish this sort of a program, our schools should include in the curricula those activities which until recently have been considered "extra" or outside the core curriculum. These subjects such as debating, dramatics, music, art, intra-mural athletic and social events, and clubs specializing in collecting and studying stamps, minerals, flowers, model airplanes, etc., should definitely become a part of the curriculum. Time and credit should be given to these for their value in developing social competence—to adequately prepare the student for the inevitable life adjustment which he must make upon leaving the secondary school. Because, unless he is able to make his own way successfully in our highly socialized society, the secondary school will have failed to attain one of its principal goals.

All of us know at least one case of the brilliant engineer or executive who was laid off by the company simply be-

(Turn to Page 30)

MR. BARNES . . . "Our secondary schools have failed to an extent in providing industry with socially competent graduates." . . . Los Angeles born, graduate U.S.C., Kenneth Barnes came to Lockheed 12 years ago. He holds a valid State teaching credential.



MANAGE March 1951



FACT and OPINION



By The Editor

Foreman's Opportunity To Rate "All-American"

In the U. S. production team, if top management is the coach on the bench, then certainly the foreman is the quarterback on the field. He and the men he directs are responsible for carrying out the over-all plan of the coach. If he is successful, he makes "All-American," and the fellow on the bench becomes "Coach of the Year."

Henry Disston & Sons, Inc., Philadelphia's 111-year-old manufacturer of tools and special steels, fully recognized this fact when it developed its **FIGHT WASTE** plan, designed to conserve the tools of U. S. production. This campaign was not limited to appeals to top management, but was directed straight to the foreman and his team, the men in the shop who use the tools.

The **FIGHT WASTE** plan was born out of urgent necessity. We find ourselves moving again into a defense economy in which waste becomes a crime—and the problems are going to get worse before they improve.

Already many metals are on the critical list and under restrictions: cobalt, copper and copper base alloys, nickel, zinc, aluminum, cadmium, chromium. And since many of these are vital in the manufacture of tool steel, it is the great steel industry and those who depend upon its product who are feeling the squeeze most severely.

The campaign also is aimed at the shortage of skilled manpower which is already being felt as industry expands

for all-out production. Every foreman knows that new and unskilled labor is coming into his department. Men and women working with unfamiliar tools must be trained in their proper use and care to avoid down time caused by tool failures.

Henry Disston & Sons, manufacturers as well as users of steel, can see the problem of both sides. The Company is utilizing every means at its command to urge the users of saws, files, knives, and many other tools to make them last longer, and to show them how.

To reach these users, tool cards were developed, which are the heart of the plan. There are over 31 of these handy 4 x 6 cards, one for each major tool in the Disston line. Each card tells how to use the respective tool, what abuses may reduce its performance, what should be done to prolong its service life. Sturdy enough to stand plenty of handling in the shop, these cards give sound, practical advice for the man on the machine.

The key to the proper use of the cards, however, is the "Foreman's Manual." In it are illustrations of the cards, an explanation of the plan and the purposes behind it, and a handy post card for ordering the proper quantity of any of the cards. All material in this plan is supplied by Disston without charge.

With the manual the foreman can explain the importance of the plan to the men in his department, and he can

teach his new employees how to handle and care for their tools.

The **FIGHT WASTE** kit also contains a booklet for Disston distributors who are presenting the plan to their customers, a brochure for top management, posters for the plant bulletin boards, stickers for correspondence, other supplementary material.

Disston is urging every foreman whose shop uses Disston or other similar tools to take advantage of the campaign—is anxious that the tool cards be used in every possible plant in America. The kits can be ordered from industrial distributors, or direct from Disston. In no case is there any charge. The company feels it is a contribution to the national defense effort.

Before inaugurating the **FIGHT WASTE** plan, Disston went over it thoroughly with officials of the National Production Authority in Washington and received an enthusiastic go-ahead. Washington felt the campaign could be a vital factor in stepped-up production, was quick to express the hope that similar campaigns would be started in other industries. That may come. Disston has certainly shown the way, and is ready to make its experience available to other segments of the U. S. economy.

Prescription For Perplexed Minds: "The Key to Peace"

DEAN CLARENCE MANION of Notre Dame has rendered a signal service to Americans. These are days when few of us are able to penetrate the deep fog of careless reasoning which besets us whichever way we turn. His service takes the form of a treatise "The Key To Peace", published by The Heritage Foundation, Inc. No foreman or supervisor, sincerely anxious to help his workmen and his neighbors straighten out their own viewpoints on what course Americans should pursue today, should ever have to admit he has not read Dean Manion's "100 pages of wisdom."

Prefacing his reasoning is a brief recounting of the story of the Persian farmer named Hafeed. Seeking his fortune in diamonds, Hafeed sold his farm to provide himself with funds to search the world. He died penniless. Years later, the Persian who bought his farm discovered in his deserted garden the diamond mines of Golconda, richest ever uncovered in the ancient world.

Dean Manion describes the American concept as one wherein the basic integrity of the individual man is recognized:

"Since God had created each of them as individuals with personal and immortal destinies, no man, majority or government could hereafter treat or regard any of them as an indistinguishable part of a class, collective or group...."

"Because their rights were bestowed by their Heavenly Creator,

"Fight Waste" kit offered free by Henry Disston & Sons, Inc. In the center is one of the posters for plant bulletin boards. Upper left is the booklet for distributors; at the top is a sticker for automobiles, store windows; bottom right is the Foreman's Manual. Surrounding the poster are some of the "tool cards."



no power on earth could take those rights away."

Contrasting the European concept which he traces from the French Revolution (which incidentally took place as did our own Revolution in the last quarter of the eighteenth century) he shows that from that very beginning "European political science has always held consistently to the proposition that government, once installed, is *unlimited in its power over its subjects.*" And he shows how that concept remains today throughout Europe.

We can but urge all freedom loving persons to read Dean Manion's book. There are copies in the NAF traveling library. For our part, we prefer to have his reasoning always at hand, so we may refresh our thinking and keep it within the bounds of accurate reasoning. As a citizen of this great country and as a father who has childish minds to guide, we want to say "Thank you, Dean Manion, for those beacon lights of reason for which so many of us have been searching."

("Key To Peace" can be obtained from The Heritage Foundation, Inc., 75 E. Wacker Drive, Chicago 1, Ill. Single copies \$2. In quantities, somewhat less.)

Foremen Set Pace In Civic Leadership

THERE may be activities developing among foremen and supervisory groups that are more important than the trend we've observed lately toward civic interests and projects. If so, we do not know what they are.

The climb up the "ladder" of industrial leadership from the first rung of supervision is rugged. Nor are there a large number of "ladders" compared to the number of supervisors who wish to climb them.

For many years most supervisors have crowded around these "industrial ladders" which lead directly upstairs. It has not occurred to many that there are other "ladders" outside the plant—often much less crowded—which lead upstairs into other areas that are most satisfying. And from such areas it often is possible to move laterally across into the industrial upstairs.

Possibly we have not been as alert in by-gone years—or is it true that today, more than in other periods, there appear to be literally thousands of such "ladders" outside the plant? Certainly—there are plenty of them in the area of civic activity which are readily accessible and critically in need of honest men to move up their rungs.

The revolting stench of city-hall politics in our civic and governmental affairs these days provides inescapable evidence of such need. Have we become so "material" in our sensitivities that we will rise up in angry action to keep a garbage dump out of our neighborhoods, yet blissfully breathe in the foul odors from the "putrid dumps" that beset our civic activities, our city halls,



HARRISON FOREMEN RESPOND—A large delegation from Harrison Radiator Divn.'s (GMC) Foremen's Club was on hand to donate blood to the Red Cross Regional Program for service men, civil defense, area hospitals. From left: Emory N. Cavill, vice president and co-chairman of G-9 Club's Civic Affairs, Gilbert Hoch, Francis Dockery, members.

our state and our federal corridors, even our children's schoolhouses? Are these less a challenge to true foremanship than ascent directly up the industrial ladder itself?

We believe it a most encouraging sign that supervisors have begun to test these other "ladders." It cannot fail to benefit industry. It cannot fail to benefit supervisors, themselves. It cannot fail to benefit our nation.

These activities begin in many ways—blood-bank drives, enlivening the long, lonely hours of hospitalized vets, sponsoring sand-lot boys' teams. These are limbering up exercises. Soon, either as a group, or individually, the supervisory group members get into more direct civic action—as the Kokomo Foremen's Club has done, still continues to do.

Thus, it is with so much genuine pride that we noted recently various additional civic endeavors of management clubs such as those at Clark Equipment, Battle Creek, Mich.; at Magnavox, Fort Wayne, Ind.; at Harrison Radiator (GMC), Lockport, N. Y.; at Oliver Corporation, Charles City, Iowa, among others.

•
In management it's "Grow . . . or Go!"

Club-Newspaper Tie-In Deserves 4-Star Rating

DO you have trouble getting newspaper acceptance of what-goes-on and who's who in your management group activities? If you do, and if your group is situated in a small community served by a modest weekly, you'll be interested to know how the foremen clubs in Westmoreland County, Pennsylvania solved the problem. Here's the story. . . .

We've been receiving copies of the **WESTMORELAND (County) MESSENGER** lately. It's a weekly over in Pennsylvania. Right off we noted front page space devoted to local foremen's club activities, a foreman of the week feature, other foremen news items. It struck us as quite unusual. We examined the paper more closely. Checking the masthead we find this weekly is designated the "official" newspaper for the National Foremen's Association of Robertshaw-Fulton Controls Co., Porcelinel Manufacturing Company, Elliott Company.

Our first thought: probably one of the companies or their executives have a financial interest in the newspaper. So we wrote our good friends at Robertshaw to find out. Director of Industrial Relations A. E. Arnold promptly replied that there is no such financial interest—it's strictly on a genuinely cooperative basis.

How does the newspaper benefit? It thereby was able to add several thousand to its circulation—and from the editorial job it's doing, it will undoubtedly hold that additional readership.

Our hats are off to the foremen in that corner of Pennsylvania—and to the **WESTMORELAND MESSENGER**.

Award

ANNOUNCEMENT on Washington's Birthday (1951) indicates your magazine and The National Association of Foremen each received honor awards from Freedom Foundation. Among others in the long list we noticed Dean Clarence Manion's "The Key To Peace."

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Personnel Spotlight

Edited By
W. E. "Bill" Landis



So You Have To Make A Speech

IT was the end of lunch time. The supervisors were leaving the cafeteria, getting set to go back to work. Al Wright, superintendent of the division, stopped short as he saw Harry Smith, one of his foremen, toying with his coffee.

"What's wrong, Harry? You look kind of 'green around the gills'."

"Hiya, Al. Nothing much wrong—I'm just thinking about the foremen's dinner day after tomorrow. I have to make a speech, you know."

"Yes, I know. How are you coming along with it?"

"Well, frankly—not so good. I guess I'm just plain scared."

"You know, Harry, I've got an idea. Why don't you talk to Pete Skinner, our training director. He's an old college man and has been making speeches for twenty years."

"I thought of that, Al. But I don't know Pete very well, and..."

"So that's it, eh. There he is now. I'll get him. Hey, Pete! Come on over here."

"At your service, Al. That's quite a commanding voice."

"I'm sorry, Pete. Guess I was excited and afraid you'd get away. This is Harry Smith, one of my best men. Harry's got a problem—he has to make a speech. He's worried."

"Hello, Harry. It's nice seeing you again. What's the trouble—got butterflies in your stomach?"

"Butterflies? Hell, Pete, I've got elephants playing leapfrog."

"It can't be that bad, Harry. But I know how you feel. Every good speaker feels the same way, only he knows how to control that feeling."

"Honest? You mean you get scared, too?"

"Surest thing you know, Harry. It's the human desire to do a good job that makes you nervous, as you call it. Personally, I think it's just anticipation that puts a man on guard against doing a bad job. So far, what have you done about your speech?"

"He's got it written out and is memorizing it, Pete."

"Is that true, Harry?"

"Yeh. And I can't seem to keep it in my mind."

"There's mistake number one, Harry. Memorize only your opening statement,

and your conclusion. That gives you a good start and end. But when you try to memorize a whole speech, you're so busy trying to remember words that you lose sight of ideas. And it's ideas that are important."

"Well, I know my ideas, Pete. But I wanted to say things just right, to dress up my ideas a little with good words and phrases."

"Mistake number two. You see, Harry, a speech is just conversation, like we're having now. Only in a speech one person is doing the talking. But the listeners are answering him, projecting ideas, by the expressions on their faces, by their body attitudes, by the way they watch his eyes. And ideas are the things that cause reactions. What you say means more than how you say it."

"Then you think I shouldn't memorize my speech, Pete?"

"Definitely don't memorize it. Only a genius can make a memorized speech sound like conversation."

"In that case, how should I go about getting set?"

"Well, first of all, I'd write down the important ideas I wanted to get across. Then I'd find some story or illustration—even statistics or a quotation—to make each of the ideas clear to my audience. When I was finished, I'd have an outline of the body of the speech I wanted to put over."

"Kind of sign posts showing you where you were going, eh?"

"Exactly, Harry. Then I'd start thinking about my opening statement—something that would catch the attention of my listeners and lead me into a discussion of my main ideas and memorize that statement. I'd try to find something snappy. Maybe even funny. But I'd never start off with 'This reminds me of a joke...'"

"That's bad, huh?"

"It's corny. Jokes are wonderful, if they fit the idea. But if they're just dragged in, they can be murder. Just plain talk, honest and sincere, will do more to make a speech a success than all the unrelated jokes in the world. That idea—that part about honesty and sincerity—is good in talking to your men, too. Don't you agree on that, Al?"

"I sure do, Pete. And I'd add enthusiasm to that list, too."

"Agreed. Sincerity—Honesty—Enthusiasm. They'll make your listeners

believe in you, and when people believe, they'll do as you ask. When I was in college, Harry, one of the janitors made quite a reputation for himself as a part-time minister. People used to flock to hear him talk. One day I asked him how he composed his speeches and he said: 'Ah don't compose nothin'. Ah jes' gets up there and tells 'em what Ah's gonna tell 'em. Den Ah tells it to 'em. An' den Ah tells 'em what Ah done tol' 'em.' And that is a pretty good example of speech composition."

"How do you mean, Pete?"

"He had the three parts of a good speech. *Introduction*—leading into the discussion. *Body*—discussing the main ideas. And *Conclusion*—summarizing the points stressed. I've followed the pattern all my life."

"Then, Pete, how do you account for the fact that I've heard you make some pretty good impromptu speeches—spur-of-the-moment stuff—when you didn't have any chance to prepare?"

"That's just using tricks of the trade, Harry. There are six words that help. If you answer them for yourself, you'll have material to talk on before people: WHO, WHERE, WHAT, WHY, WHEN, HOW. Apply those questions to any subject, and bingo, you've got a speech. After a little practice, it's easy."

"You make it sound easy, Pete. But I still wish you were making the speech at the Foremen's Dinner."

"You'll do all right. But here's one more thing. When you get up to talk, take your time before you start. Look over your audience and let them settle down."

"What do you mean, 'settle down'?"

"Any audience sort of cranes its necks to look over a new speaker—or maybe they're talking among themselves. They'll do the same thing with you. Let the boys sit back, quiet down, and relax, before you start talking. And here's what to do for yourself while you're looking people over. Sneak a good deep breath for yourself and expel it slowly. It puts the butterflies to sleep."

"What about elephants like I've got?"

"It helps them, too. Well, Harry, I'm sorry to cut this short, but I've got to get back to the office."

"You've given me plenty of food for thought, Pete. I'll see what I can do with it—and I'll see you at the dinner."

"Right. I'll be listening. So long, Al."

"So long, and thanks for the help, Pete. And now, Harry, how about another cup of coffee? Here's another thought, too. Why don't you take the rest of the day off and whip that speech into shape?"

"If it's okay with you, Al, I'd like that."

"It's okay with me. See you tomorrow morning. And Harry, I'll be expecting you to 'wow' 'em at the dinner!"

"I'll try, Al. And I've a sneaking feeling that speech will be all right. This is the first time coffee's tasted

good for a week. . . ."

P.S.—Harry did "wow" them at the dinner.

Employment Relations

Edited By

Charles A. McKeand



Freeze Created Economic "Rubber" Ice

WE have a vague recollection that last month something was said about taking the "X" out of confusion. From the avalanche of conflicting statements emanating from Washington, Harry Truman, *et al, et al, et al*, must have filled a shaker full of X's and given everything a good dose because confusion apparently is full of X's.

Most confusing order, and the one which touches the lives of more people than any other in years, was one creating a price-wage freeze. Each day business becomes more difficult because of the bewildering problems it faces. Going back in our memory to the beginning of the second World War, there was just as much confusion then, and somehow, some way, out of it all we managed to wiggle through and eventually produced a tremendous army, magnificently equipped—and the civilian population lived in luxury compared with the rest of the globe. If history does forecast things to come, we certainly can know that there is enough good sense in this country to pilot a way through the fog that exists, and that we will emerge in time with workable rules and regulations.

A confusing angle to our present situation, both to those in business and to the public generally, is that we find ourselves under war-time regulations, yet there has been no declared war. While we do have a large force committed in Korea, and our casualty list has mounted to serious proportions, yet it is hard to make the average person believe it necessary to have all of these stringent regulations.

Freeze Thawing

IT is not the purpose of the writer to comment on any of the particular wage or price freeze regulations because they change too fast. In passing, however, it might be observed that there is no real freeze, that the best that can be expected is the slowing down of inflation. This could have been controlled more simply by other means, such as a tighter fiscal policy by the government.

The writer will make the prediction that before we are out of this situation, and it may be years before we are, we

will find that an incentive method of production (whereby the worker earns according to his ability or his group ability) will not only contribute more earning power to the average American workman, but will materially cut the costs and increase the flow of goods and services not only to the Federal Government, the Armed Services, but to the civilian population.

Permanence Is Real Danger In Controls

WE must not lose sight of the fact that there are many in high places who sincerely believe that a socialistic state is a more "practical" form of government. They will seize upon this opportunity under the guise of economy controls for prosecution of a war, or the building of a strong national defense, and cause to be written into the control regulations and laws clauses which will make it impossible to alter or change these controls when the emergency has ceased to exist. No economic right should be withdrawn from the American people unless the proposal for control is accompanied by a program which will make it possible to withdraw the controls within a reasonable time when conditions make such withdrawal seem necessary. Controls are all too likely to be perpetuated and aggravate the conditions which make their imposition such a good idea at the time.

One of the big dangers of the controls, as they have been proposed so far is, the fact that they apply to certain segments in business and in the population. Such a condition is totally unfair and unjust. It is the responsibility of everyone in business to take this situation up with his Congressman, insisting that the regulations be changed, so that they are imposed on all alike—so that no group can escape sacrifice in this crisis. To insist on business as usual, living standards as usual, and politics as usual for a chosen few, or isolated groups, or segments of our population means loading unfair burdens on the backs of others.

Manpower . . . And The "Baby" Crops

PETER DRUCKER, management consultant, economist and author, in a recent address before the Merchants

and Manufacturers Association in Los Angeles, made some startling predictions regarding our manpower problems. They appeared so sound that the writer is quoting them.

Everyone in supervision, as a member of the management team, will face a manpower problem. If you are in a concern producing goods or services for the armed forces, your ranks will be growing. If you are in those concerns who produce for civilian consumption, you will be struggling to maintain your work-force, to take care of the customer.

Peter Drucker analyzes the problem thus. At the beginning of the second World War, we had approximately 8 million unemployed, with a total work-force of some 50 million. We also were enjoying the coming to maturity of the "baby" crop of the boom of the 20's. We had a large civilian population which had never worked, which was also drawn upon, and we managed to meet the military requirements, the production requirements and the civilian requirements.

Today, we face a different situation. There was no "baby" boom during the depression. Thus, we do not have this crop coming to maturity at this time, other than the normal annual population increase. We have the largest work force in history, and we are at the peak of employment. Therefore, we do not have a large reserve of unemployment to draw upon. In addition, many of the women who worked in industry in the second World War now have families. It will be impossible for them to again enter the ranks of production workers.

He also predicts that before this affair is over, even men up to the age of 40 may be drafted into military service for non-combat duty, to relieve younger, more active men for front line. We may also see a drafting of all women from 18 to 25 for non-combat duty.

He also made an interesting comment that we would continue to have a growth of pension or retirement programs, installed as a means of escape from excess profits taxes, provided the plan qualifies under the Bureau of Internal Revenue. However, very few men will retire. They will be needed in industry, will keep on working.

Management, therefore, is faced with the problem of increased ingenuity in using older people, handicapped people, finding new and better ways of production with less help.

There never has been, probably never will be at least in our life time, as great a challenge to supervision as the one we face today. Every man who supervises the activities of others will be called upon to devise new, unusual and undreamed of methods of increasing production because of this manpower situation.

In management it's "Grow . . . or Go."

Training Today's Supervisors



**Edited By
Louis Lerda**

A MANAGEMENT DISCUSSION program should be a part of every supervisory development plan.

Supervisory Training courses are normally designed to meet a specific need.

This tailoring to specific requirements does not always permit the degree of flexibility necessary to cope with special situations which might arise and which need to be brought to the attention of all supervisors in as short a time as possible.

Furthermore, formal courses do not provide as free expression of opinion as is often necessary when acceptance of new ideas is desired, when solutions to supervisory problems are being sought, or when it is desirable to obtain an expression of attitudes.

A management discussion program is the catalyst which helps make practical and useable the information derived from formal training programs which also providing for a channel of communication between supervisors in different departments and between the various levels of management. It sets up an effective mechanism for:

- a) Rapidly imparting information to all supervisors
- b) Testing opinions
- c) Measuring individual and group reaction
- d) Bringing to bear upon a problem the combined thinking of many individuals with a great fund of experience and information.

It is broader in its influence and scope than the periodic staff meeting and should not be regarded as a substitute, but rather as an organization-wide attempt to inform, coordinate, and develop understanding of management problems and actions.

The concept of the discussion conference is not new. It has been accepted practice in some companies for many years. It can, with proper direction and acceptance, prove its value in any unit or division of a company.

It is in line with present-day thinking that any management group represents a valuable fund of information, skill and experience which, when tapped through the medium of proper leadership and unified effort, can cope with any problem or situation. The discussion conference is a very effective means of accomplishing this as it provides an outlet for individual thinking and expression. It approaches the ideal of consultative management throughout the entire organization.

Here is the mechanism for bringing to bear upon a situation or problem, in a short time, in convenient-sized groups, the thinking of every member of management.

General Concepts

In considering the need for a management discussion program, these guideposts should figure prominently:

- 1) The concept is not new—has been successfully used many years.
- 2) To be well-rounded and most effective any plan for supervisory training should provide for exchange of ideas, expression of opinions, rapid dissemination of information. This is a function of a discussion program.
- 3) There is need for a practical, effective, and simple mechanism for improved communications.
- 4) It is not a substitute for the regular staff meetings, but rather an important adjunct.
- 5) A discussion program must be flexible so that it is possible to inject a pertinent problem or topic at any time.
- 6) It should differ from the more formal courses—is not necessarily scheduled on a regular routine plan of a meeting every week or two weeks, but rather on the basis that discussions will be scheduled to cover topics or problems as the need arises or situation dictates.
- 7) Once the make-up of groups is determined, the mechanism will exist for covering the organization quickly and effectively with discussion of a problem.
- 8) It is in line with the current trend and practice to make the management process more democratic, utilize fully the managerial ability and good thinking of the entire organization.

A Few Cautions

Here are a few "caution lights" to keep in mind:

- 1) A discussion program should not become just a series of meetings to fulfill a schedule which follows some fixed pattern of holding meetings. In a flexible discussion program a series of meetings may be called to discuss a topic—then a month or months may elapse before another meeting is scheduled. Therefore, a rigid schedule should not be projected into the future, thus providing for the inclusion of urgent or current problems.
- 2) There is always the danger that a discussion program may become merely the sounding board to test reactions to policies or procedures. Important as this may be, it should not be the main purpose of the program. Care should be exercised to prevent it.
- 3) It should not be the purpose of this program to carry grievances or complaints to top management. When this happens, genuine creative management thinking is restricted and the real value of the program is lost.

Objectives

A management discussion program should have as its goal these objectives:

- 1) To provide a simple, effective mechanism for immediate consideration by supervisory staff of current problems or situations.
- 2) To discuss specific operating problems and attempt to find solutions through group discussion.
- 3) To give supervisors opportunity for expression of opinions, exchange of ideas.
- 4) To build a closer and stronger relationship between members of management through discussion.
- 5) To work toward attainment of a well-knit management team which is fully informed.
- 6) To develop a fuller understanding and greater appreciation of management problems.
- 7) To make each member of management feel his opinion is important and that he has opportunity to express it.
- 8) To develop a common interest among all levels of management: better management through greater participation in management.

Scope of the Program

A management discussion program helps round out the complete training of supervisory personnel. The exact limits of the program are not easy to define. The following criteria might be used as a guide in determining the type of material which would form the basis of discussion:

- 1) The topic or problem concerns supervisory management as a whole, not just one segment.
- 2) Each supervisor in the discussion can take or recommend action if a decision is reached in the discussion.
- 3) There is need for forthright discussion to complete the supervisor's understanding of a topic or procedure, or to find the solution.
- 4) There is urgent need to get supervisors' opinions or reactions.
- 5) The topic or problem is current, important.
- 6) There is a misconception among supervisory management regarding a problem, situation, or the application of a policy or procedure.
- 7) The topic does not lend itself to more effective presentation as a course, part of a course, a lecture presentation, or in a regular staff meeting.

Examples of topics which might be included in a management discussion program:

- 1) The implications to Company operation of legislation pending or recently passed.
- 2) Economic topics, problems:
 - a) Annual report
 - b) Wages
 - c) Prices
 - d) Profits
 - e) Other
- 3) Communications techniques and devices.
- 4) Collective bargaining developments—contract negotiation proceedings.
- 5) Survey results (Example: Discussion of results and implications of an attitude survey).
- 6) The cost picture:
 - a) Control of costs
 - b) Reduction of costs
- 7) Handling rumors.
- 8) Unionization trends—causes, implications for management.
- 9) The current business situation.

Organization and Administration

This program is intended for all management. Grouping should be on a horizontal basis as far as practicable. Individuals at approximately the same level should be assigned to groups. Each group normally should not exceed twenty nor be less than fifteen, should represent several departments. Each supervisor in the division or plant should be assigned to a group and remain there until for some reason it becomes necessary to schedule him with another. This gives the organization of groups a degree of permanency that makes it truly a readily available mechanism for communication within the management structure.

Whenever it becomes necessary to put the mechanism of this program into operation, groups meet in rapid succession until a topic has been discussed. If several topics are to be discussed, the schedule is repeated until the series is completed. Length of each discussion should not exceed ninety minutes.

As each discussion or series is concluded, the schedule is terminated until a need is again indicated for reconvening. Temptation to make this program a continuous series of meetings scheduled on a regular monthly or other time basis should be avoided. It should be kept flexible so as to make it a real mechanism for communications without assuming characteristics of a formal course.

Discussion Leaders

The effectiveness and ultimate results of a discussion program are more dependent upon the ability of its leaders than any other factor. Attention should be given to their selection and training. They should be selected from line and staff personnel with assistance and suggestion of the Training Director and full cooperation and agreement of respective department heads. In recommending leaders, consideration

should be given to the fact that to be effective discussion leaders must

- 1) Be interested in leading discussion groups
- 2) Have sufficient status in the organization to earn the respect of the group
- 3) Be doing present job well and have respect and recognition of fellow workers
- 4) Be able to express themselves well
- 5) Have enthusiasm and likeable personality
- 6) Like to deal with people
- 7) Be able to devote time required to conduct a discussion.

Discussion leaders must be well trained in group discussion techniques. Each individual selected to participate as a leader should have completed a Conference Leading Course or be scheduled for such training.

Program Direction

The nature and scope of this program makes it desirable to operate with the suggestions and opinions of any individuals in management whose experience or special fields will contribute to the topic or problem. The real need in this program is for assistance in

- 1) Planning the operation of the program
- 2) Formulating program policies, standards
- 3) Determining reception and reaction to materials and methods
- 4) Suggesting and selecting topics
- 5) Promoting the program
- 6) Enlisting support and cooperation of department heads and top management
- 7) Evaluating results.

Many of these details will be accomplished by the Training Director and his staff. However, opinions and suggestions of various department heads, managers, others should be solicited to make it successful, thus utilizing what might be considered an informal, completely flexible advisory committee.

Discussion Procedures

Participation by every member is the aim. The pattern for each meeting

may vary, however, depending upon the nature of the topic or problem.

Normally, the pattern will be to present the topic or problem briefly but completely, then follow with discussion guided by the leader. In a program of this type it is conceivable that a problem may be presented or a question posed and discussion continue for the balance of the meeting with the leader attempting to guide group thinking to arrive at a group decision. It is also possible that no decision will be reached.

Other types of problems or topics may require that an "expert" or authority be present in addition to the leader to answer questions or offer explanation of facts or policy.

Still another type of discussion might be the complete presentation of information followed by questions and discussions. These examples are given merely to avoid the impression that a fixed pattern should be followed. The procedure selected will be the one considered to be the most effective for the topic under consideration, the group in attendance, the leader in charge and the objective to be attained.

Coordination

Emphasized throughout this plan is the conviction that this program should not be just another series of meetings but rather an effective mechanism for communications in management. The accomplishment of this objective will require careful program coordination, the details of which include

- 1) Program motivation—promotion, topic selection, discussion aids, etc.
- 2) Selection, training, assignment and improvement of discussion leaders
- 3) Grouping of supervisors
- 4) Scheduling of groups
- 5) Preparation of discussion materials
- 6) Evaluating effectiveness of topics and methods used.

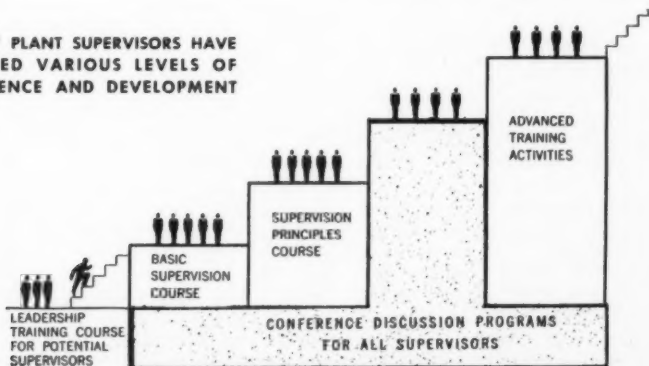
Oliver at Charles City in civic project

Charles City, Iowa—Oliver Management Club has assumed a project which should benefit not only all plant employees, but residents of the community. One hundred new books have been ordered to be placed on a special bookshelf in the public library for any interested reader.

All 80 books that have arrived to date are new editions that have been published within four years, and mostly are concerned with manufacturing techniques, processes, theory. For example: such subjects as tool design, strength of material, business administration will be available, along with other varied topics.—R. S. Overholser.

The world is full of willing people—some willing to work, and the rest willing to let them.

IN ANY PLANT SUPERVISORS HAVE REACHED VARIOUS LEVELS OF EXPERIENCE AND DEVELOPMENT



A TRAINING PLAN MUST PROVIDE SEPARATE PROGRAMS TO MEET THEIR DIFFERENT NEEDS

Human Relations

Edited By



and the art of MANAGING

Dr. William Levy

"We can send a thought around the world in a quarter of a second, but it sometimes takes twenty-five years to get it through the quarter-inch of a man's skull."—

Last month we answered a question about the conduct of panel discussions. We follow up this month with another Workshop—presented before The National Association of Foremen Convention (Buffalo — September, 1950) by R. F. Monstlcatge, Jr., NAF area manager, Dayton—which dealt with the same subject. Some points may be duplicated in the two discussions. But current interest in the technique is such that re-emphasis of some points and expansion of others appears warranted.

In this workshop, George Hodgson, Doehler-Jarvis Corp., acted as conference chairman. At the Convention, Mr. Monstlcatge also led Workshops on "Parliamentary Law" and "Club Officer Training" which have been omitted because of previous treatment in these pages. Conference chairmen for those subjects were Albert Bitterman, Acme Steel and Malleable Iron Works and Paul Work, Carborundum Co., respectively.

Panel Discussions . . . In Management Clubs

THERE is nothing new in the idea of panel discussions. They have been a part of our national pattern beginning with the time in 1772 when old Sam Adams sent out a call for town meetings saying: "Let us convene together and open our minds freely to each other." The colonists answered that call and started a practice carried on in cities all over the United States.

Maybe you hesitate to try panel discussions on your regular management club meetings. Maybe you fear members won't get up and talk, especially if the boss is around; or the whole thing will end as an argument or even a brawl; or your people just won't be interested. Fortunately, experience has shown these fears are groundless if you follow these simple rules:

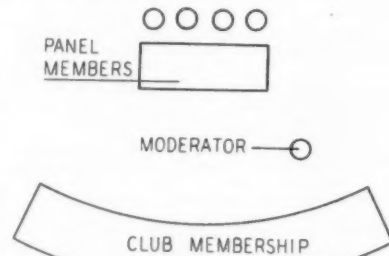
1) Pick a good subject and make sure questions will be asked regarding it ("plant" a few here and there with members to "prime the pump"); perhaps plan to have questions submitted ahead of the meeting, anonymously if necessary, and allow the moderator to

ask them of the panel. Give proof, through demonstration, that "there is no such thing as a foolish question".

2) Keep the discussion on the subject at hand. Don't wander like the horseman who mounted and rode off in all directions. The moderator has the prime responsibility for keeping everyone on the right track.

3) Discuss problems objectedly, remembering that intelligent people can discuss each other's ideas without discussing each other.

4) Set up your meeting place something like this:



Now, what shall we discuss? Here are some suggestions:

a) How can we improve our programs? (The program committee could be the panel).

b) Why do we? . . . Why don't we? (Top management could be the panel to answer a wide variety of questions concerned with situations within the plant).

Panel members must be carefully chosen for the information they can give with authority.

How do we plan, set up, and carry on the discussion?

a) The club president notifies the membership a month in advance of the subject to give them ample opportunity to consider the questions they might ask.

b) On the afternoon of the meeting, the room is set in order—tables, chairs, microphones, if necessary, blackboard with chalk and eraser, projection equipment if needed, large-lettered name cards for panel members, together with notepads, pencils for use of club members.

c) The moderator prepares his to be covered, introductions for the panel members, and including a great

number of questions he can ask of the panel whenever there is a lull. Then, he arrives at least a half hour in advance to make a last-minute check to see that everything is in order.

d) When discussion begins, moderator states purpose of the discussion and, writing the subject on the blackboard, reminds the group that all should feel free to ask questions. A clever story, coupled with his own natural wit and enthusiasm, can help the moderator to "warm up" the group. He introduces the members of the panel, explaining why they are qualified, and states the definite time limit for the entire discussion (an hour and a quarter should be a maximum during a regular monthly club meeting).

e) Each member of the panel makes a few introductory remarks pertinent to the subject (but no more than half the entire time allotted should pass in this way), and the discussion is underway!

Panel discussions are foolproof, but they are not *damfoolproof*. So let's take a good look at the qualities of the moderator, a very important man. He should have a rare combination of personality and skill to be successful. But, clubs shouldn't hesitate to try a panel because they don't happen to have the *perfect* man for the job. We don't wait for a Guy Lombardo or an Arturo Toscanini before organizing a club orchestra!

The more of the following good qualities he has, however, the better off we shall be: ability to think and act quickly; to get along with others; to draw opinion from the panel and all members; to stay in the background as much as possible, playing up the contributions from the panel and club membership; to keep people talking on the subject at hand; to talk the other fellow's language; to keep a good running account on the blackboard of points made to help those taking notes.

During the discussion, he should stimulate thinking and speaking. For instance, he might ask previously silent club members, "Can you add something to what has already been said?" or "Can anyone give an example on this point?" or "Has anyone here run into this problem?" or "Do you agree?"

Addressing the long-winded talker, he can say, "That's a good point, and while we are on it, let's hear from some of the others." He might help the one in difficulty by saying, "I believe the good point you are making is something like this: ———." When two are speaking at once, he can tactfully and humorously ask the older to "yield to the senior statesman."

Five minutes before the time for

MANAGE March 1951

the discussion is up, he should make a quick summary of the situations discussed, suggested solutions, and all conclusions reached.

Effective panel discussions can help solve plant problems and misunderstandings, and can give information to correct the rumors of the grapevine. They can bring about renewed interest in company, club, community, national, and world affairs BECAUSE as surveys have shown (1) the average of group decisions is better than most individual decisions; (2) group thinking is superior to individual thinking when it is important to have a variety of points of view and when there is a need for a number of fair and constructive criticisms (unlike the kitchen situation, where too many cooks spoil the broth, in the solution of a problem, the more cooks and more recipes, the better). Also, a panel discussion group is more likely to accept good ideas and reject bad ones.

Let us bear in mind that agreement is no sure test of success, for good discussions are possible even when there has been disagreement. It is possible to disagree without being disagreeable! While discussing may not settle anything, it is of value even though it merely stimulates thinking. Don't forget that those members who just won't talk may have been participating silently, having been comparing what they hear with their own opinions, experiences, and attitudes.

Now, let us say that you have held some panel discussions, and you're wondering if they were worthwhile. Check attendance. Did it increase from one to another? Then ask yourself: did the members loosen up and talk more freely as time went on? Did the discussions tend to increase tolerance and open-mindedness? Did they accomplish their purpose? Did they lead to informal and spontaneous bull sessions later? Did they cause some to study the problems more after they had left the meetings?

Try a questionnaire asking members to answer "yes" or "no" to the following: I favor panel discussions; I thought our topic interesting; I learned something new; I understand certain problems better; our panel members have been good; our moderator did a good job. And add: I think we could improve our panel discussions by -----; I suggest the following topics for future meetings

SOCIALISM—You have two cows and give one to your neighbor.

COMMUNISM—You have two cows—The Government takes both and gives you the milk.

FASCISM—You have two cows—The Government takes both and sells you the milk.

NAZISM—You have two cows—The Government takes both and shoots you.

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SIDNEY STEELE McLAIN, FBI No. 144,920

WANTED BY THE F. B. I.

THE FBI is currently seeking the apprehension of Sidney Steele McLain, pictured above, in connection with the wide-spread passing of fraudulent checks in violation of Title 18, U. S. Code Section 2314. Federal warrants are outstanding at Phoenix, Arizona; Yakima, Washington; and Utica, New York. He has had brief periods of employment as a cost accountant and industrial engineer with several well known companies. He has also served as clerk and bookkeeper.

Born Robert Horace Slavens, this individual has adopted the name Sidney Steele McLain. His numerous aliases include such names as Robert Burns, Ward L. Cahill, F. S. Douglas, Russell C. Kerr, Dean McLain, S. S. McLaughlin, B. H. Slavens, Peter LeRoy Traynor and W. H. Wagner.

McLain may be identified from the following description:

Age.....	44
Born.....	8/2/06, Kansas City, Kansas
Height.....	5'6½"
Weight.....	150
Build.....	Medium slender
Hair.....	Brown
Eyes.....	Brown, wears glasses
Complexion.....	Medium
Race.....	White
Nationality.....	American

Scars and marks.....

½" vertical white pigmentary cut scar below left wing of nose;
¾" vertical scar on left side of upper lip; small circular cut scar on right knee

Remarks:

Has false teeth, suffers from stomach disorder, has deep voice, blinks eyes continually, has habit of pulling his upper lip down over teeth when smiling, and sometimes wears mustache.

CAUTION: McLAIN IS REPORTED TO BE ARMED AND MAY BE DANGEROUS.

The FBI requests that any information which may assist in apprehending McLain be furnished immediately to the nearest FBI office or to local police.

This notice published as a special service to the FBI under unusual circumstances. Any communications concerning it should be directed to the FBI or local police.

NEW DEALISM—You have two cows—The Government takes both, shoots one, milks the other, and throws the milk away.

CAPITALISM—You have two cows—You sell one and buy a bull.

DEMOCRATIC RUSSIA—Where all men are cremated equal.

SUCCESS—Getting what you want.

HAPPINESS—Liking what you get.

—Quoted.

Management News

Witherow, Leffler, French key W. Penna meeting

Pittsburgh—a trio of well-known management men from the upper brackets in industry headlined the 2nd Annual Industrial Management Conference at Pittsburgh's William Penn, January 26, in which some 500 participated. Conference was sponsored by the Western Pennsylvania Affiliated Clubs of The National Association of Foremen, with The Robert Morris School as co-sponsor.

The three distinguished executives were Ross L. Leffler, assistant to the president, U. S. Steel (and Pittsburgh Area Coordinator of Civilian Defense) who acted as moderator during presentations by Blaw-Knox Chairman and President William P. Witherow and Assistant to the President (Industrial and Public Relations) Seward H. French, Jr., of Crucible Steel Company of America.

Mr. Leffler prefaced his remarks of introduction of the main speakers with a warning that "Russia's number-one objective will be sabotage of the American production line — not the atom bomb."

Mr. French told the Conference that "the foreman's strength in industry, perhaps lies in the fact that there is no one else to whom he can pass the buck. His job, as a member of the management team, is the front line contact with the primary unit of the enterprise—the workers. . . . The foreman alone, of those on the management team, has a chance to do well, or badly, depending on the way he does his own management job."

He said management's team has a responsibility to each member of the

team, and one of the primary responsibilities is to inform, to communicate, and to train each member of the team to do his job effectively. A foreman must know what is expected of him. He must be informed, made secure, trained, taught. Above all, a more informal and open attitude must prevail in the management team.

Introduced by Leffler, who referred to his reputation among employers as a "team" man, Mr. Witherow expressed his pleasure in "meeting with you front line managers tonight and discussing the problems we as foremen are facing today. I say 'we' because I, too, am a foreman and because all of us in this room have the same daily job, that of making the American enterprise system work—showing to the world that free men working under the leadership of free foremen can produce more and better than any other nation in the world. Although some work in offices and others in shops, we are all doing the same job—that of management."

Speaking on "Human Relations in Management", Mr. Witherow emphasized "there is a constant danger of forgetting the 'human element.' Ours is a world of people—not of things."

"Fifty years ago the foreman was the 'boss' or 'bull of the woods' who shouted and the worker jumped. Today the foreman is not a dictator. Successful foremanship depends more upon the ability of the foreman to understand and work with 'his men' than on any other single factor. Today the foreman must be an intelligent coordinator between executive management and the production line. He must know many things today that a few years ago were not considered the business of anyone but the single owner

of the business. . . . The employee's appraisal of a company is largely dependent upon the foreman's influence."

"Every company is judged on the actions of every member of the management team by the public. You foremen are the top public relations representatives of your companies."

J. R. McCartan, president, Robert Morris School, extended greetings—gave a brief warning to employers against "extravagances" that may be deductible under excess profits taxes.

Pittsburgh's dean of Presbyterian ministers, Rev. Dr. Clarence E. McCartney of First Church, invoked the blessing of God upon the meeting and our nation in a stirring and humbling invocation.

General chairman of the Conference was NAF Director William G. White, Blaw-Knox Foremen's Club. Chairman White introduced NAF Past President Frank J. Schaeffer, assistant director industrial relations of National Tube Company, McKeesport; NAF vice president James B. McGettigan, National Tube Foremen's Club; NAF Directors Merle S. McAllister, Dravo Foremen's Club; Frank B. Moran, Spang-Chalfant Foremen's Association, Etna; and Ralph M. Jones, Rieco Foremen's Club of Jeannette; Chairman J. C. Baughman of the Western Pennsylvania Affiliated Clubs, from Robertshaw Foremen's Association, Youngwood; National Area Councils Chairman Clayton D. Kuester, National Foremen's Club; National Director of Development (NAF) James N. Blissell, Dayton; and presidents of the sixteen Affiliated Foremen's Clubs.

The Conference was well covered by local newspapers, news wire services, radio and the local television film recording facilities which publicity further entrenches the Western Pennsylvania Clubs as a progressive and alert organization, performing a real service to industry by promoting better understanding among management men. Much credit for the success of the Con-



HEADLINERS at January's 2nd Annual Industrial Management Conference of Western Pennsylvania Affiliated (Management) Clubs of The National Association of Foremen at Pittsburgh. From left: Robert Morris School's McCartan, Reverend McCartney, Cru-



cible Steel's French, National Tube's Schaeffer, Blaw-Knox's Witherow, U. S. Steel's Leffler, Blaw-Knox's White who was general chairman. Speakers' table and part of the 500 attending (right photo).

ference is due to the fine work of the committees.

General Chairman William G. White, climaxing a "career" of many years as a foreman, contributed immeasurably to the tone of the Conference by his simple presentation of the "homespun" philosophy of NAF for better understanding between management men.

Borg-Warner program availed thru A.E.F.

New York—The American Economic Foundation, 295 Madison Avenue, New York City has been granted exclusive distribution rights on a public service, nonprofit basis of the well-known Borg-Warner Plug-the-Leaks Program.

This is a continuous conference program, involving supervisory factory personnel, and starts with a thorough grounding in the economic facts of life as developed in the literature of the American Economic Foundation.

With this background the supervisors are taught to identify preventable costs in their own departments and correct them.

This program, now four years old, has attracted so much outside attention that the Borg-Warner Corporation felt that it should be made available through an organization specially equipped to transmit it.

The service of the Foundation is to train the Conference Leaders, to supply the Conference Leaders Manual and visual aids used in the initial training, and to consult on special problems.

Roland W. Barlow, who originally developed and installed the program, has resigned from the Borg-Warner staff to become associated with the American Economic Foundation in this work.

Civil defense topic at Sylvania

Boston—Joseph L. Malone, director of Boston's Civil Defense, was guest speaker at Sylvania Electronics Foremen's Club last month.

George Hart, National Emergency coordinator for the Amateur Radio Relay League, spoke briefly on work by ARRL in conjunction with the Civil Defense Agencies. Mr. Hart pointed out that, of the 45,000 active "hams" in the country, 15,000 have pledged their cooperation, and that 6,000 of these "hams" have mobile units in readiness.

Guests included Raymond Boardman, Emergency Radio Amateur coordinator for Eastern Massachusetts; Arthur Lazarus, head of Accident Prevention for the Liberty Mutual Insurance Company; Gerard Mangiacotti, plant safety representative of the Electronics Division of Sylvania.—E. B. Pray.

Management is a heaven-patterned device for the control of experience.—Frederic Colyer Snyder.

MANAGE March 1951



New officers of Briggs Management Club of Evansville were installed at the January meeting, with Dr. John L. Glees, medical director of Briggs Manufacturing Co., Detroit, and president of the Detroit Briggs Management Club, officiating. From left: Ray Hufnagel (T.); Alton West, board of governors; Jackson McDonald (S.); Dr. Glees; Irvin L. Bentzen (P.); W. Eric Allen (V.P.); Edward G. Ray and Herbert J. Charters, board of governors.

Bentzen heads Briggs Indiana Club

Evansville, Ind.—Briggs Management Club installed Irvin L. Bentzen as president at the January meeting. His election climaxes four years of activity in the Club since it was organized in 1946, having served three years as secretary, one year as vice president.

In charge of installation ceremony was Dr. John L. Glees, medical director of Briggs Manufacturing Company, Detroit, and president of the Detroit Briggs Management Club. Other officers installed: W. Eric Allen (V. P.); Jackson McDonald (S.); Ray Hufnagel (T.); Herbert J. Charters, Alton West, Edward G. Ray, Board of Governors.

William E. Landis, industrial relations director of Briggs (Detroit) and former zone vice president and director of NAF was a guest.

Mr. Bentzen outlined a full program of activities in all departments with special emphasis on the personal development of its membership through panel discussions and special group educational projects; suggested programming more reputable speakers on subjects of human and industrial relations and civic and national interest.

Mr. Bentzen joined the Briggs Indiana Corporation in 1938. During World War II he served five years as a field artillery officer with the 38th Division in the Pacific theatre. Shortly after his return from military service in 1946 he was appointed industrial relations director at this plant.

A feature of the evenings entertainment was a program presented by Briggs Indiana Mixed Chorus, composed of office and factory personnel and supervisors.

The only exercise some guys get is jumping at conclusions.

Executive changes at Ohio Rubber

Willoughby, Ohio—Election of Franklin G. Smith as chairman and General Hermon F. Safford as president of The Ohio Rubber Company here, was announced by the Board of Directors in January.

Ohio Rubber is a leading manufacturer of molded, extruded, rubber to metal and mechanical rubber products: floor mats, motor mounts, weather stripping, step plates, defroster hose and bumpers for the automotive industry; agricultural rolls and beater bars for harvesting equipment; gaskets for home freezer units, rubber parts for appliances; bicycle grips, saddle seats, semi-pneumatic tires for toy trade; semi-pneumatic tires for yard, industrial, agricultural equipment. In plastic laminates, Company produces decorative material for table, counter tops and for decorative services, under trade name of VERSIBOND.

One of largest producers of tracks for military tanks, Ohio Rubber re-

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K. S. Nevin, general manager of Railway and Industrial Engineering Co. at Greensburg, Pa., as he congratulated Rieco foremen on their good work the past year. Occasion was Foremen's Club's January meeting when wives were guests.

cently received an \$8,000,000 order for this equipment.

Since 1933, when Mr. Smith became president, Company's net sales have increased from \$1,359,570 to \$22,819,342; employees from 970 to 2,093. Company has plants in Long Beach, Cal., Conneautville, Pa., with main factory in Willoughby.

Hermon F. Safford, Brigadier General U. S. Army retired, joined Ohio Rubber in January 1946 as executive vice president, following retirement from United States Army.

General Safford was graduated from Worcester Polytechnic Institute and Massachusetts Institute of Technology. Began career September 1917 as lieutenant, Coast Artillery. Was captain with American Forces in France (1917); transferred to the Ordnance Department (1921) serving successively in Ammunition Division, Chief of Ordnance, Washington, D. C. (1924), Frankford Arsenal (1928), Aberdeen Proving Ground (1931), Army Industrial College (1934). Became works manager, Watervliet Arsenal, 1935; in 1942, chief, Production Division, Office of Chief of Ordnance, Washington, D. C.

As rubber director for Ordnance Department, General Safford directed rapid and successful modification of manufacturing practices to permit the wide production and use of synthetic rubber. The Central Planning Branch he established became a pattern designated by the War Department for all other supply services of the Army.

In recognition of his contributions to national preparedness and the war effort, General Safford received the Distinguished Service Medal and the Legion of Merit.

Other officers all re-elected include C. J. Edwards, vice president (Automotive Sales), Detroit; R. A. Mertz, vice president (Manufacturing);

Charles K. Arter, secretary; H. J. Bechtold, treasurer and controller; K. N. Carter, sales manager, Willoughby, Ohio.

R. Dean Thomas is manager of the California plant; Glen Vermilion of the Conneautville plant.—M. Baumert.

ASTD meets soon

Philadelphia—The American Society of Training Directors will hold its Seventh Annual Conference at the Bellevue Stratford in Philadelphia March 15-17.

E. L. Burkhart, supervisor of personnel development, Electric Storage Battery Company, is general chairman.

This program, built around "How to Train," will cover three major areas: Employee, Supervisory and Executive Development. Plans have been made to present speakers of prominence and experience in each of these areas. These general sessions will be augmented with related workshop sessions.

Conference plans include an afternoon, during which special groups will attend sessions which they themselves have planned on topics of specific interest to them.

Three associate chairmen have been selected: William L. Jarrett, director of personnel, James Lees Sons Co.; Jack S. Viehe, Jr., assistant director of employee relations, Pennsylvania Power and Light Co.; Harry F. Gracey, director of management development, SKF Industries.

All Chapters of ASTD and affiliated societies embracing 48 states, Canada and Hawaii will exhibit their own training techniques.

As in previous years, commercial exhibitors will display a storehouse of training aids.

Easterners will note that this is the first time a training conference of such magnitude has been held in this area. Since this eastcoast district contains thousands of industrial relations and training personnel formerly outside of the sphere of A. S. T. D. influence, a large attendance is anticipated.

In view of the importance of personnel development, the training work to be done in 1951 will be of major importance to thoughtful management.

A.E.F. . . . on seminars

New York—"Unlike 1941, businessmen now rate an employee's understanding of the economics of his job security as a key factor in meeting today's butter-plus-guns production goals. And they are doing something about it!" Fred F. Clark, chairman of the American Economic Foundation, made this observation today as he announced the 1951 schedule of seminars run by the Foundation.

The Foundation's seminars prepare those attending to conduct a series of discussions of "pay envelope" economics with small groups of employees.

Last year 22 of these seminars were held. Industry's increased interest has already made it necessary, Clark explained, to schedule forty-seven seminars in 1951. He expects more will be added.

There is nothing academic or abstract about these discussions, Clark emphasized. "They deal specifically with the company involved. And the discussion leaders are trained to use five-cent words, not the customary jaw-breakers. Half of each discussion is reserved for employee questions, no holds barred."

Only 15 enrollments are accepted in each seminar. Details may be secured from the Foundation, 295 Madison Avenue, New York City.

Developing vision in supervision

New York—Keynote of the 1951 Greater New York Area Conference for foremen and other management men is "Developing Vision in Supervision."

Past few years, this conference has been received with great enthusiasm by management clubs in the New York area from Philadelphia to Boston. This year the program is so extensive, so important, and of such great interest, that the conference is a "must" for every foresighted management man in the East. As in the past, women department heads and executives are also welcome.

From the opening speech by Robert Nelson, vice president of American Type Founders, to the closing address by Dr. Neil Carothers of Lehigh University, the program is jam-packed with sectional conferences on topics of vital importance.

Day is then topped by a sumptuous



CONTRIBUTED MOST—William R. Connelly is presented Charles Reynolds Trophy by Charles H. Reynolds, vice president of Spindale Mills—awarded each year by popular vote of Foreman's Club members to the person who contributed most to Foremanship in the plant and most to the Club. Connelly is past president of the Club, past director of NAF, active in civic life of Spindale.

banquet and an elaborate program of Broadway entertainment.

Remember this date: Saturday, March 31; the place: Hotel New Yorker, New York City.

Applications and programs have already been sent to all management clubs in the East and all members as well as any non-members are urged to get their applications in without delay.

Extra applications or information may be secured from the chairman of public relations, John Philip Greene, 1102 Prospect Avenue, Brooklyn 18, N. Y.



R. G. Commo . . . moves up.

Commo promoted

Fond du Lac, Wis.—The many friends of NAF director Raymond George Commo of Giddings & Lewis Machine Tool Co., here, will be pleased to learn of his promotion to supervisor of personnel.

Ray was born in Fond du Lac in February, 1919. Attended local schools, graduated from Fond du Lac Senior High School in 1936. After graduation he continued to study nights at the local vocational school.

Was drafted into the U. S. Army, April 1, 1942. Held all ranks as enlisted man—private through 1st Sgt.—commissioned 2nd Lt. in 1943. Released from active duty as captain after service in South Pacific, February, 1946. Joined Giddings & Lewis May 1, 1940, as payroll clerk. Remained in this department until 1942 when he left for Military Service. In February, 1946, after release from active duty he joined the Industrial Relations Department as Personnel Assistant. Remained in this capacity until January 1, 1951, when he was promoted to Supervisor of Personnel and head of Industrial Relations.

MANAGE March 1951



HOSPITALIZED VETS ENTERTAINED through project of Magnavox Management Club, Fort Wayne, Ind. Seated with four of the 50 to 60 Veterans present is Larry Tholen, Club secretary. Standing (from left): Mrs. Tholen; Mrs. W. Kaiser; Mrs. B. Sites; Byron Sites, president; Vern DeWitt, 1st vice president; Howard Matthias, NAF director; William Kaiser, treasurer; Mrs. Matthias; Mrs. K. Sanders; Kenneth Sanders, 3rd vice president; Mrs. R. Weist; Mrs. C. Palmer; Roy Weist, 2nd vice president.

Ray married Pauline A. Rushesky in 1944.

Member: Knights of Columbus, Junior Chamber of Commerce (past director); Army Reserve Corps; Industrial Editors' Association of Wisconsin; International Council of Industrial Editors; secretary G&L Staff Club (NAF). Hobbies: Sports of all kinds; reading. Treasurer and director of Fond du Lac Rockets, Inc.; sponsors of semi-professional basketball in Wisconsin State League.

Magnavox entertains hospital vets

Fort Wayne—Larry Tholen, Magnavox Management Club secretary, recently spent several weeks at our local Veterans Hospital. He found when a man is convalescing, although able to be up and about, time seemed to stand still.

It was through his efforts that the Magnavox Management Club is the first such industrial organization to sponsor an evening of entertainment for the veterans at the local hospital.

Club officers and our NAF director acted as the committee for the event with Larry Tholen as chairman. Hilliard Gates, well known midwestern sportscaster from local Radio Station WKJG was presented along with five members and business manager of the Nationally known Fort Wayne Zollner Piston basket-ball team. Veterans thoroughly enjoyed the round table discussion held on that great Indiana subject, "basket-ball".

Our club photographer, Claude Palmer, showed many interesting slides taken on a trip to Canada and the East.

Evening was concluded with refreshments served to all by wives of club members present.

From the favorable comments received, it appears that "social" events of this kind will be repeated by the Club.—Geo. Stauffer.

Materials Handling Show gets big Clark exhibit

Battle Creek, Mich. — With overall exhibit space of almost 5,000 square feet, Industrial Truck Division of Clark Equipment Company, will present an outstanding display at the Fourth National Materials Handling Exposition, International Amphitheatre, Chicago, April 30 through May 4.

Clark reports it will show from 12 to 20 different pieces of equipment, among them at least three, and perhaps more, additions to its ever-expanding line of fork-lift trucks, industrial towing tractors, powered hand pallet trucks.

The Clark exhibit will be two sections: one indoors, one outdoors. Indoor space (3,400 sq. ft.) runs almost the length of arena section of the amphitheatre. Here will be exhibited and demonstrated machines designed for indoor operations. In its outdoor space, Clark will show and demonstrate its pneumatic-tired fork-lift trucks and towing tractors.

Of particular interest will be Clark's new powered hand pallet trucks—the Hydro-Lift, gasoline-powered with hydraulic-motor drive, and the Electro-Lift, with electric power and electric-motor drive. Exposition will mark the initial public showing of these unique machines—unique because in each the motor is mounted in the drive wheel.

Another important feature of the Clark exhibit will be special attachments and devices, some hydraulically and others mechanically operated, which make a fork-truck "many machines in one." Some are developments

To Association Members:

Your 28th Annual NAF Convention plans are under way. Chicagoland NAF Clubs with Jerry Turek, Dole Valve Company, General Chairman, and Walter Johnson, Ryerson Steel Company, Co-Chairman, and their strong committees are putting forth every effort to make your 1951 NAF Convention the best ever held.

Chicago's tremendous advantages as a national convention city are known throughout the country and its hospitality as expressed by our many affiliated clubs in the Chicagoland area appears to be unbounded.

Hotel Sherman, long recognized as an outstanding convention center, will serve as your convention headquarters, September 26, 27, 28 and 29, 1951.

Attendance at the 1951 conven-



tion will be large. I, therefore, recommend that all affiliated clubs start their attendance plans now.

Cordially yours,
THE NATIONAL ASSOCIATION
OF FOREMEN

Ray A. Arduser,
President

to meet user demands for equipment that will eliminate the use of pallets in various handling operations.

Several gasoline-powered models to be shown will be offered for the first time with the Dynatork Drive, a power-transmission device available only in fork-lift trucks of Clark's manufacture. This drive operates by magnetic induction, and employs, in lieu of a clutch and a conventional transmission, a constant-mesh forward and reverse gearing. The magnetic-induction driving force is applied

through an air gap, thus eliminating rough, jerky flow of power from engine to drive axle, and metal-to-metal contact.

Most of the machines exhibited will be available for export sale.

Clark exhibits at the first three Materials Handling Expositions were outstanding attractions, and on the one occasion its entry was awarded first prize. The Clark display again will be highly colorful but entirely functional, will offer several industrial exhibit innovations expected to meet with visitor approval and enthusiasm.

The Clark show will be directed by Russ Oakes, manager of advertising and sales promotion for Industrial Truck Division, and a member of the National Association of Industrial Advertisers' Show Committee. Oakes will be assisted by H. R. Hansen, of his office, and by Gebhardt & Brockson, Inc., of Chicago, the Company's advertising agency. Display will be constructed by The Displayers, Inc. of New York.

Sylvanians active

Emporium and St. Marys, Pa. — A Sports night was held at the January meeting of Sylvania Foremen's Club with "Rosey" Rosewell of station KDKA Pittsburgh, as the speaker. Some 230 members and friends turned out to hear Rosey talk on "Laughing at the Clouds" and enjoy a buffet supper. Rosey interwove baseball and philosophy to bring to his listeners why a

few people who go around carrying a chip on their shoulder can make life miserable for others.

On January 16, Curt Haines, vice president (Radio and Television Division) addressed the Foreman's Club at a dinner meeting—gave a detailed discussion of the Wabash Photo Lamp Division of which he was general manager for some time. In addition, he gave the foremen a look into the future for Sylvania.

A regular educational meeting with Clem Farley, general manager (Receiving Tube Division) as speaker was held December 28. Mr. Farley brought the general problems involved in making radio tubes closer to each foreman, problems we feel are not our "job" but, when tied together, their solution by us could do much to increase production and efficiency, increase our services to our customers, reduce costs.—B. A. Olson.

Highlights of January's NAF Directors' Meeting

Dayton—Preliminary steps were taken by the Board toward developing a civil defense program within industry. Need for such a program was explained by Lt. Colonel Robert R. Begland of Fort Hayes, Columbus. Arrangements are being made for distribution to NAF directors of materials pertaining to the program. Past President B. A. Hodapp is chairman of the NAF National Defense Committee. . . .

Board approved a recommendation that all affiliated clubs be expected to display the American Flag and give the pledge of allegiance at all regular meetings. . . .

Appointment of Director Jerry Turek, Dole Valve Company, as general chairman and Walter Johnson of Ryerson Steel as co-chairman of the 1951 NAF convention in Chicago September 26-29 was approved. . . .

Appointment of a Special Home Office Projects Committee, headed by Director Edward T. Hopkins of Briggs Management Club of Detroit was approved. . . .

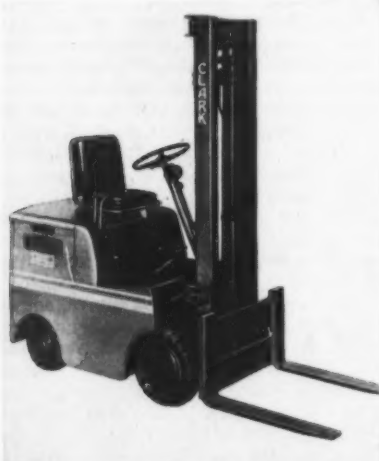
Twenty-one new directors and eight previously elected directors attended a two-day indoctrination seminar immediately prior to the regular Board meeting at Dayton headquarters. . . .

Cliff Webster of Bendix Supervisors Club of South Bend, Ind., was elected Zone H vice president succeeding Al Schwan who resigned due to a change of position. . . .

Board was informed that Jim Bathurst, on leave as NAF executive vice president due to illness, is recuperating, expects to be back on the job May 1. . . .

Large number of new directors are to be elected in September, and Board members were reminded to urge their respective clubs to start selecting nominees. . . .

Standard of Excellence awards were



Redesigned Electric CLIPPER fork-lift truck to be exhibited by Clark Equipment Company at 4th National Materials Handling Exposition.

approved for Aeronca Management Club, Middletown, Ohio; Armco Fabricating Foreman's Club*, Middletown, Ohio; Foremen's Assn. of Commonwealth Plastics Corp., Leominster, Mass.; Crosley Management Club, Cincinnati; Dubuque Foremen's Club, Dubuque, Iowa; Grayson Administrative Conference*, Lynwood Calif.; Hamilton Foremen's Club, Two Rivers, Wis.; Kokomo Foremen's Club*, Kokomo, Ind.; McCray Management Club*, Kendallville, Ind.; Foremen's Club of the Ohio Rubber Company, Willoughby, Ohio; P.A.A. Management Club, Miami, Fla.; Spindale Mills Foreman's Club*, Spindale, N. C.; Tool Steel Management Club, Cincinnati. . . .

Membership Committee reported a gain of 1500 members since the last Board meeting, bringing total to 41,500.

J. B. Driscoll, Electric Auto-Lite Corp., Toledo, John Lovell, Colgate-Palmolive-Peet Co., Jeffersonville, Ind., and Donald Stone, Lockheed Aircraft Corp., Burbank, Calif., were approved as new directors.

* Second time award.

It's only when we forget the pleasure in the car, and think of it as **transportation**, that we see the true picture of either the car or our country.—Henry Taylor.

America is the least isolationist country on earth. We have given more to other nations and asked less than any country in the history of the world.—Henry Taylor.

Supervisory program of M & M underway

Los Angeles—A representative cross section of Los Angeles' business and industrial leaders on February 6, rolled up its sleeves, began preparations to meet another threat to adequate production for defense, in the face of threatened acute shortages of skilled manpower and supervisory management personnel.

Eighty-five management men, representing more than 60 Southern California concerns, began work on a Management Development Program recently introduced by the Merchants and Manufacturers Association. Men participating in yesterday's introductory Conference were selected by their respective companies to serve as Program Leaders to present the M & M program to supervision within their individual concerns.

Outlines, prepared by the M & M Employment Relations Department and made available to program leaders for distribution within their own companies to all levels of management, carried suggested subjects for the opening phase of the development program. Subjects suggested for discussion by managements included:

Primary purposes of such a program in light of the present production emergency; the individual company

as a unit in American business; necessity of establishing supervisory responsibilities and, in-company communications between management and employees.

Each month suggested subjects for discussion as a part of the M & M's continuing Management Development Program will also reflect current production and industrial relations conditions and problems.

Arthur Diehl, director, Visual Education, Los Angeles City College, stressed the importance of the use of visual information media for the program leaders at the meeting held in the Rodger Young Auditorium.

Sylvania inducts 36 new members

Buffalo—The 1951 year was opened by Sylvania Foremen's Club with the mass induction of 36 new members, largest such ceremony in Club's history, says President Bert J. Pratt.

Indications are that the enthusiasm of all, encouraged by broadening of committees, will make this a most successful year of this club of management men of Sylvania Electric Products Co., Inc., Radio & Television Division.

An ambitious program outlined for the entire year is designed to create active participation of every member.

A feature of the last session was a well-received panel discussion on "How A Union Contract is Born." Gordon McClure, moderator, was assisted by Robert W. Brooks, personnel supervisor; Harold F. Clark employment manager; Francis V. Cole, attorney.

The panel traced the history of unionism, emphasized growth of the union that represents workers in the plant. The management and union, a CIO affiliate, have enjoyed wholesome, peaceful relations for 17 consecutive years.

Outgoing President Murray Olmsted was presented a plaque. Other new officers for 1951: James Case (V. P.); Daniel Stump (S.); Patrick Brady (T); Board of Control: Chester Kwit, Murray Olmsted, Orville Jensen, Howard Klaiber, Ernest Dildine, Richard C. Wenninger, William Hart.

New members in the induction ceremonies were Harvey Conley, Jack Haley, Donald Burns, Harold Smith, Harold Clark, Harold Cameron, Leslie Milton, Theodore Kowal, Allan Bowser, Otto Howe, Edward Nung, Leslie Owens, Robert Payne, Henry Sapecki, John Seeley, Richard Stabler, Stephen Staron, Alvin Williams, Lester Becker.

Stanley Cercone, Anthony Falcone, Robert Grantham, Jack Leaver, Timothy Madigan, Nicholas Masque, Elmer Norton, Stanley Pachla, Herbert Sauve, Dominic Spicola, Lester White, Clement DeLavelle, Herman Schmidt, Thomas Brunskill, Stanley Kogut, George Meinke, Joseph Domaracki.—H. Klaiber.

Tips

They Know What's Going On



FOREMANSHIP at Lockport Felt is thoroughly informed of "what's goin' on" within the company through semi-monthly meetings. This close contact with other management personnel produces a systematic team working together for a better understanding of each other's problems and to collectively reach a conclusion.

Group discussions are not new with us for actually they came into existence in 1945. The plan started in low gear, but as time progressed the foremanship grasped its importance and soon open discussion hit a high note. Today it is an integral part of our operations.

The group is made up of all departmental supervisors, and sitting

in on the sessions is a member of the Personnel Department, a member of Executive Management and a member of top Plant Management. Policies and latest developments are thrown open to the members for discussion. It is amazing what comes out of these meetings of a positive and constructive nature. Foremen and other management men are naturally interested in pitching in for the common good of the company, and through the medium of these meetings the opportunity is given them to suggest, ask questions and make recommendations.

From these get-togethers the foremen carry back a set of tools needed to do his job in an effective manner. He now has a better understanding of our business problems, a hand in the formulation of policies and is thereby better equipped to represent Management in his foreman's responsibilities. He is in a better position to explain the whys and wherefores in everyday dealings with his employees.

Our Lockport Felt foremen know what is going on.

For this tip we are indebted to Wayne Petiti of Harrison Radiator Divn., G. M. C. and TENAX TOPICS.



Speakers table at Third Annual Civic Nite of Clark Foremen's Club, Battle Creek, Mich. From left: Ralph Turner (V.P.); Vincent Linn, NAF area manager; Justice E. M. McGregor; Justice H.

Philp; Henry Steele (P.); Circuit Court Judge Blaine N. Hatch; Probate Judge Edmund Blaske; Leo Boice (S.); Hugh Arnold, program chairman, Richard Corey, publicity chairman; D. Austin (T.).

Civic nite at Clark

Battle Creek, Mich.—On January 17 was the third annual Civic Nite Program of Clark Foremen's Club.

These are held annually to familiarize the club members with workings of their city, township, county, state governments to help make them more conscious of their responsibilities as leaders of men and leaders in their communities.

This year's program featured the judiciary with Circuit Judge Blain W. Hatch; Probate Judge Edmond R. Blaske; and Justices of the Peace, Edward M. McGregor and Henry Philp all explaining the duties of their courts and how they fit into the state's judicial system.

Judge Hatch reviewed the jury system and stressed that it is America's "Bulwark of Liberty" and a vital part of the American way of life.

Judge Blaske stressed the need for a better understanding toward the problems involving children and pointed out that in the case of crime by minors, the court's primary objective is reclamation and rehabilitation of the child in trouble with the law.

Justices Philp and McGregor defined the cases that are handled in their courts, explained the informality of their courts as compared to higher courts and often cases are settled more quickly by being able to talk them over in this atmosphere.

Following the talks, Henry Steele, Club president, moderated a question and answer period. He introduced Vincent Linn, NAF area manager from Chicago.—R. A. Corey.

D.A.V.s honor Maeco

Monroe, Mich.—The outstanding record of Monroe Auto Equipment Co. in hiring disabled veterans was recognized officially last in January when a plaque was awarded the Company by the national organization of the Disabled American Veterans.

Award was made by Kenneth Bradley, national director of employment for D.A.V., and accepted by Brouwer D. McIntyre, Company president. About

140 persons attended the ceremony at the Monroe Golf and Country Club.

Presentation was followed by a talk by Walter J. "Wally" Weber, freshman football coach at the University of Michigan, and a showing of colored films of the 1951 Rose Bowl game.

In making the award to Maeco, Mr. Bradley pointed out it is the policy of the D.A.V. to cite companies and individuals who have achieved outstanding records in helping handicapped persons help themselves. He said Maeco had been recommended for the honor by Floral City Chapter 79, D.A.V.

Mr. Bradley said the basic program of D.A.V. was to convince employers that a man who is disabled has not lost the ability to do something.

Brief remarks also were made by Victor F. Kane, president of Maeco Management Club, sponsor of last month's dinner meeting; Leonard C. Meyer, program chairman, and Victor W. Wolf, local D.A.V. commander. Officials of national and local chapters of D.A.V. and of Maeco were introduced.



Kenneth Bradley, national director of employment for Disabled American Veterans (Washington, D. C.) presents on behalf of the Floral City Chapter D.A.V. of Monroe, Michigan, a citation award to Brouwer D. McIntyre, president of Monroe Auto Equipment Company, at the monthly Maeco management club dinner. Award was made for Company's outstanding record in hiring disabled veterans, other handicapped persons. From left: A. F. Meyer, Company vice president (retired); Mr. Bradley; W. D. McIntyre, executive vice president and treasurer; Brouwer McIntyre; Victor Wolf, Floral City chapter commander, D.A.V.; Kenneth Wesley, general manager, "Monroe Evening News."

More emphasis on facts in collective bargaining

New York—Both management and labor are tending to place more reliance on facts and figures in their arguments over wage rates and less on emotional appeals, a new study by the American Management Association indicates. During the past ten years, the study finds, an enormous body of data bearing on wage rates has been developed, not only by government agencies but by research departments of management and labor organizations.

The study, SOURCES OF ECONOMIC INFORMATION FOR COLLECTIVE BARGAINING. AMA Research Report No. 17, examines the data now available to negotiators and arbitrators who are seeking a more factual approach to wage setting. It discusses in detail the sources of figures and the nature of the arguments cited by both management and unions in connection with the four criteria most commonly used in the determination of wage rates: the cost of living,

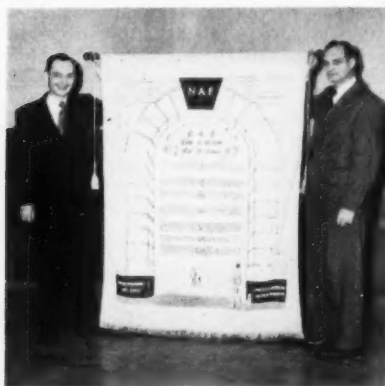


productivity, "going" wage rates, and "ability to pay."

Prepared by Ernest Dale, AMA research associate, the study is intended not only as a bibliography of sources of wage data, but as an analysis of the value and limitations of the various criteria used in wage setting. For this reason, it discusses many of the problems which will undoubtedly arise as government, management, and labor attempt to arrive at an equitable system of wage stabilization.

The complete study is available from the American Management Association, 330 West 42nd Street, New York 18, N. Y. (\$3.75—AMA members, \$2.50).

LABOR PRACTICE is a new 80-page booklet which explains the working tools and sources of labor law, administrative proceedings, and court practice . . . by Prentice-Hall. MANAGE readers can obtain a copy free of charge by addressing Publicity Department, Prentice-Hall, 70 Fifth Ave., New York 11, N. Y.



Paul H. Baker, NAF director (left) and Henry A. Holleyoak, president of the Great Lakes Steel Corp. Management Club of Ecorse, Mich., display beautiful Code of Ethics banner presented to The National Association of Foremen by the GLS Management Club. This is another of the "home office special projects" undertaken by various management clubs affiliated with the NAF.

MANAGE March 1951

Always a popular feature, the panel discussion held by American Thermometer Foremen's Association, St. Louis, this year took up the question "How Can We Improve Industrial Management?" Members turned out in force, questions flew hot and heavy. Left photo: Club members on the panel were (from left) Ed Brueggeman, Martin Gannon, Glen Cassidy (moderator), Jack Curtis, Ralph Jacobsmeyer.

Seek self-improvement

St. Louis—Doing a job well is only half of what it takes to stay on top industrially. If you had been present at the 3rd Annual Panel Discussion of American Thermometer Foremen's Association here on January 23 you would have seen a group of successful management men discussing how to improve their management techniques. Unlike the lady motorist who, when the family auto is perking along satisfactorily, says "It's running alright, dear. I don't see why you always want to keep checking the battery", this particular group felt that, though management techniques were working, there was still room for improvement.

Club has held a panel discussion at one of their regular meetings the past three years. Members are told in advance what the subject will be and are asked to submit, in writing, some starter questions. These are then assigned to various panel members to get the ball rolling. The programs have consistently proven more popular than the more stereotyped, guest-speaker affair. Each year the group that shows up and takes part increases in size and volubility. Perhaps the greatest evidence of the panel discussion's success was the wide degree of audience participation. Few answers stood unchallenged and new questions arose so rapidly that the moderator had his hands full handling the "traffic."

The panel this year discussed the vital question of, "How Can Industrial Management Improve Itself?" One of the striking things about questions was the constancy of their theme. Not one single question concerning management's technique in securing, or handling raw materials, machines, inventory, capital, or equipment was asked.

All questions centered around the "human equation." Questions concerning management's handling of labor relations, communication of ideas, policy interpretation, were the problems that were bothering club members.—T. Boyd.

BEATITUDES FOR FOREMAN MEETINGS

AND seeing the foremen, the chairman went up on the platform, and when the invocation had been given he opened his mouth and ate a good meal. After which he introduced the speaker who taught the audience, saying:

- 1) Blessed are those who come, for they shall receive inspiration.
- 2) Blessed are those who come on time, for their souls shall be lifted by the good meal and fine fellowship with each other.
- 3) Blessed are those who sit in front, for they shall hear ALL that is said.
- 4) Blessed are those who speak loud and slowly, for their message shall reach all hearers.
- 5) Blessed are those who show themselves friendly, for they shall have many friends.
- 6) Blessed are those who sing, for they are getting their souls in tune with each other for a good meeting.
- 7) Blessed are those who look for help, for they shall find it.
- 8) Blessed are those who bring a friend, for they are doing that friend a service.
- 9) Blessed are those who tell others of help received, for they shall be witnessing to the value of the Foreman's Club.
- 10) Blessed are those who stay to the end, for they shall reap ALL the benefits.
- 11) Blessed are those who keep copious notes for future reference in dealing with human problems.
- 12) Blessed are those who make it a business to take home from each meeting at least one good idea which they can use next day in their work, and then use it.

—Edward S. Maclin



1951 officers and board of control of Convaair Management Club at Fort Worth division (from left): R. M. Gallagher, F. G. Bramlett, board of control; B. C. Simmons, (T.); J. L. Budros, (C.S.); A. J. Combs, second shift (V.P.); E. C. Costantino, (P.) H. L. Wendorf, (V.P.); W. A. Calvert, (R.S.); R. F. Crabtree, J. E. Massey, J. B. Brock, all board of control.

Goal: largest shop club in NAF

Fort Worth—At the Convaair Management Club here, an intensive membership campaign resulted in increasing the membership from 820 members in 1950 to over 1,900 members to date. Our stated objective is to become the largest Shop Club in the NAF.

Other developments of interest include:

1) Development of our Organization and Functional Chart, which will be ultimately forwarded to each member of the Convaair Management Club.

2) Over \$1,000 has been set aside for the development of a Management Club Newsletter, to be called the CONVAIR COURIER.

3) Two scholarship awards for the Dale Carnegie Course in "EFFECTIVE SPEAKING" were made at our January 20 meeting.

4) Speaker for the January meeting was N. C. Karpinsky. Subject: "Communist Russia." Portions of the meeting were televised through courtesy of Don McGee of WBAP-TV and the pictures appeared on the Texas News program of that station.

G-9 Club sets civic aims high

Lockport, N. Y.—The G-9 Foremen's Club of the Harrison Radiator Division (GMC) has concentrated on many community projects since Leo Dean took office early in April 1950. The organization has been endeavoring to become a standout in community activity under the leadership of Carl Buri, Civic Affairs chairman and Vice President Emory N. Cavill. Every activity has been a complete success due to untiring efforts of this committee. Recently, a report was taken to determine the extent of its workings. The G-9 Club has participated in every effort put forth in Lockport's Civic doings. The report speaks for itself:

a) 47 members signed the Freedom Scroll.

b) 37 members are active in Boy

Scout work. Troop 50 is sponsored by our club.

c) 13 members assisted in presenting the Freedom Forum and they carried the word to 14 organizations (service and industrial organizations in the area).

d) 21 members worked on the Community Fund Drive.

e) 14 members helped the Salvation Army, man the Christmas Kettles. They collected on a one night stand of over \$200.

f) over 30 members have already donated blood to the Red Cross.

This latest project tends to be the most successful in our accomplishments in the civic affairs program due to an effective publicity campaign. By the end of the present administration we will have on our Red Cross Donors list well over 100 members.

It is felt inside the Club that, if our organization is to stay tops in the scope of industrial management, it is absolutely necessary to take part in all of the cooperative civic plans that makes Lockport the standout city of Niagara County. Our theme in 1951 will be "Plenty of Action" and it is understood in our city that G-9 will carry the banner as it did in 1950.—Wayne Pettit.

A former salesman became tired of his job and joined the police force:

Later, when asked how he liked his new job, he replied:

"Swell: the pay is good, the hours O.K. and the customer is always wrong."



Rocky Mountain Management Club officers for 1951 (from left): Elmer Benson (V.P.); Harold Palmer (P.); George Scott (V.P.); Francis Tucker (S.T.).

Management Club Briefs

NEW officers of Queens County Management Club, Long Island, N. Y. are: C. R. Lomp (P.); J. R. Miller (1st V.P.); E. Hrusa (2nd V.P.); P. J. DiBartolo (T.); J. H. Knam (R.S.); A. Temple (F.S.). . . .

Carborundum Club's new name is The Carborundum Management Club (Niagara Falls, N. Y.). Dr. N. B. Cantor, chairman Dept. of Sociology, Buffalo Univ., spoke on "Psychological Factors in Safety Practices" at Club's annual safety meeting in January, gave members a new approach to problem of selling employees. Annual Ladies Night will be March 17 at the General Brock. . . .

Colorado Supreme Court Justice Haslett P. Burke delivered address on "Constitutionality of the Usurping of Power by our National Government" at Bosses Night (January) meeting of Rocky Mountain Management Club, Denver, which created quite a stir. NAF Director Morris Johnson, who presented Certificate of Excellence and Zone Award, installed 1951 officers: H. Palmer (P.); E. Benson (V.P.); Geo. Scott (V.P.); F. Tucker (S.T.). . . .

"Miracles of Atomic Age" were discussed by Dr. L. S. Gable before Kokomo Foremen meeting in February. Club's Educational Committee is driving for Civil Defense volunteers among members. Club's Governmental Affairs Committee reviewed bills before the Indiana Legislature, urged members to give their views to their state representatives. Membership is up to 617. Standard of Excellence award was presented in February. F. C. Snyder will be March 13 headliner with topic "Keeping Ahead of the Headlines." . . .

Major General R. L. Maxwell, AUS (ret.), vice president (personnel) of American Machine & Foundry Co., Brooklyn, discussed armament program and its production demands in January before AMF Management Club. Defense Department's film "Power for Peace" was shown . . .

January 19 was annual dinner party

(wives were guests) at *Foremen's Club of Railway and Industrial Engineering Co.*, Greensburg, Pa. Guests included: W. M. Scott, Jr., Company president, and K. S. Nevin, general manager. Mr. Scott reviewed the Company's position, expressed optimism regarding the future. Mr. Nevin praised foremen for their past year's part in successful operation. . . .

NAF Director Bean initiated class of candidates into *Aluminum Ore Foremen's Club*, East St. Louis, in February. New officers C. V. Jondro (P.); R. G. Hetherington (V.P.); R. D. Lynn (S.); B. O. Yokey (T.); and T. A. Bledsoe (B. of C.) were installed by NAF V.P. Albin Szybeko, Chicago, who also addressed the group. Committee chairmen named: L. Hudson (Program), D. LaVorene (Publicity), R. Drenkler (Membership), S. Matejka (Ways and Means). . . .

President J. W. Hart of McCray Refrigerator, Kendallville, Ind., reviewed company activities before the *McCray Management Association* in January. . . .

American Brass Foremen's Club was host to *Lake Engineering Foremen's Club* January 10 in Buffalo. Officers were nominated. A.B.C.'s Alden Merrill addressed group on "Properties of Alloys." Reporting this meeting, George Roots says it's unusual because it's the only "joint" meeting ever held in the Buffalo area. . . .

Ford Motor's William Smith presented "Statistical Quality Control at Work" at January meeting of *Foremen's Club of Ranco, Inc.*, Columbus, Ohio—used slides, emphasized savings in scrap and salvage. This program was part of a series of educational programs for 1951. . . .

Grayson Administrative Conference, Lynwood, Cal., sent 39 to the Los Angeles Regional Conference—"good" was reaction of participants. Club reports it is awarded Standard of Excellence for second year in a row. Executive Vice President (of Company) presented service pins to three members at Club's January meeting. NAF Director Vern Pope installed officers F. Beck (P.); H. Ryman (V.P.); J. David (S-T); O. Jones (S. at A.). Appreciation awards went to outgoing officers.

Col. William E. Warner, Ohio director of civilian defense, addressed *Management Club of Columbus (O.) Bolt & Forging Co.*, in February. Guests included William Taylor, executive secretary of Columbus Industrial Assn. and Col. Robert Begland of Ohio civil defense organization. . . .

B. D. Danchik of Chicago addressed a joint meeting in February at Middletown, Ohio, of *Armco Fabricating Foremen's Club* and *Aeronca Management Club*. Both clubs were presented Standard of Excellence awards. . . .

New officers of *Management Club of Pittsburgh Coke & Chemical Co.*, Pittsburgh, are W. T. Wright (P.); A. J. Bruno (V.P.); H. J. Haffner (S.); T. H.



RETIREMENT PLAN "MEMBER NO. 1" under Dravo Corp.'s new plan was Anthony Romano (right), Pittsburgh, a hoist engineer in Company's Contracting Divn. Retirement Board Secretary W. G. Rudge presents him the first certificate. Nearly all Dravo employees have now joined.



MAN-OF-THE-YEAR — W. R. Lawrence (left) general manager of Nashville Plant, Crosley Division, Avco Manufacturing Corp., presents "Man of the Year" award to Jack Irby, selected as the outstanding member of the Nashville organization. At the meeting, membership heard from the director of Nashville's civil defense, expressed its willingness to cooperate.



New board of control at Grayson Administrative Conference, Lynwood, Calif., (from left—front): Oliver Jones (S. at A.); Joe David (S-T.); Fred Beck (P.); Mary Hansen; Harry Ryman (V.P.); (back row) John Byrne; Kenny Mooman; Al Pisonero, retiring president.

Boyd (T.); H. W. Fry, F. Finn, J. S. Dods, R. L. Sheets, O. L. Burns, board of control members.

Work Simplification

(From Page 7)

bility before. When he did, he found that the part could be purchased more cheaply than they could assemble it, even with the improved method.

You can build a check list yourself by looking over each improvement in your plant, and extracting from it the principle involved. Good check lists are also available in texts and articles.

Second technique is the **POSSIBILITY LIST**. To the best of my knowledge, it was developed as a formal technique by Dr. Mundel. It is simply a written list of different ideas about how to improve a process selected for analysis.

Ideas must be written on the possibility list without regard to their consequence. It is important that we do not clutter our minds about the results of an idea so that we may keep our mental processes free to produce additional ones. Thoughts and ideas are fleeting. Unless we capture them as they pass by, it is easy to lose them. A possibility list is systematic technique for collecting ideas.

Third technique, a **POSSIBILITY GUIDE**, is a chart to which ideas are transferred from the possibility list—a technique originated by Dr. Mundel. It provides for arranging of random ideas in an orderly fashion, and indicates possible areas of change that we may have neglected.

The foreman of Servel's sheet metal shop decided to use these "possibility" techniques before making an improvement in his department. He had selected as a project during his work simplification training the improvement of a bracket used on the Servel gas refrigerator. His original idea was to combine separate shear, press, and brake operations into a single progressive die. This would have saved the company about \$1,000 a year.

Before going ahead with this change, he made out a possibility list and possibility guide. As a result of his use of these two techniques, he evolved a different design of bracket that was smaller, simpler to fabricate, easier to assemble. Results from his project will save many thousands of dollars in labor and material a year.

In the opinion of many people at Servel, possibility lists and guides are two of the most valuable techniques.

Others that we utilize from time to time are **PROCESS CHARTS, OPERATION CHARTS, TIME CHARTS AND**

"Motion and Time Study, Procedures and Practices" by Marvin E. Mundel, Prentice Hall, Inc. 1950.

SIMO-CHARTS. You are probably familiar with most of them.

Making such charts takes time. But, it produces worth while results. Many men who are intimately familiar with a process often cannot remember its exact steps. It has been our experience that they seldom remember over two-thirds of them, and even some of these inaccurately.

Two men at Servel made a time chart of a three-man conveyor operation which involved considerable lifting. They had in mind using a bridge crane to assist in the lifting, and hoped to be able to release one skilled welder for other work. One of the men who did the charting was the assistant superintendent in the division in which the conveyor is located. In spite of the fact that he set up the operation and was thoroughly familiar with it, his time chart revealed so many improvements to him that the job is now being performed with two men, who have easier jobs than before. The skilled welder was released for other work. A bridge crane was not even needed.

This will give you some idea of our program at Servel, and the type of improvements you can make in your own department with the aid of work simplification techniques.

The program of Work Simplification Training is well along at Servel. Most supervisors and foremen have received the training. Now their assistants are attending classes. We expect to continue this training until all our employees have had some of it.

If you contemplate introducing a Work Simplification program at your company, here are a few time-tested suggestions:

- 1) Get outside help to inaugurate the plan, and to supervise the beginning phase of the program.
- 2) Get top management's energetic and enthusiastic support by starting the training with them.
- 3) Be sure that no man receives training until his supervisor has had it.

When you have done these things, you are in a position to benefit from an excellent training program, and your company can expect to make a handsome profit out of training you.

Schools

(From Page 11)

cause he could not get along with his associates. Social competence is directly related to vocational success because, no matter how excellent a man's training has been or how superior he is mentally, he can not bring these assets into full play without ability to sell himself and his ideas to his employer. The time has come when we must recognize that education is a process of living rather than preparation for living. The only way to learn some-

thing is to do it. This holds true with respect to social competence just as rigidly as in the field of vocational training.

Spot News

MERGER of the Crescent Truck Co., Lebanon, Pa., with Barrett-Cravens Co., Chicago is announced. Crescent becomes division of Barrett-Cravens. It manufactures electric trucks and tractors. No important personnel changes contemplated.

Effective May 1, an advertising agency, **Marsteller, Gebhardt & Reed, Inc.**, will begin operations, combining 33-year-old Gebhardt & Brockson, Inc. of Chicago and Pittsburgh office of the McCarty Co. Officers include E. A. Gebhardt, Board chairman; Wm. A. Marsteller, president; R. S. Reed, Jr., executive vice president and Pittsburgh office manager.

Trailmobile Company sales for 1950 (\$52 million) were up 85 per cent over 1949's \$28 millions.

There was a net increase of 50,000 businesses in 1950, **Commerce Department** reports. Total number now exceeds four million.

Atlantic Refining Company reports a new gasoline refining process, claims it "produces substantially better quality gasoline in substantially greater quantities" from the same quantity of crude than any other process now used.

Steel production reached a new monthly high of 8,830,000 tons in January, according to the **American Iron & Steel Institute**. This was nearly a million tons above January, 1950.



Judge of New Jersey State Compensation Court addressed the Production Council of the Pittsburgh Plate Glass Company in Newark, N. J. on Safety Night held January 8. Subject: "The Foremen's Responsibility in Workmen's Compensation Matters." Left to right: Production Council President Allister Anderson, Judge H. Priolella and PITTSBURGH'S Safety Director Charles F. Burnett.

GUIDE FOR DAILY LIVING

You must not lose sight of the innate good in all those with whom you come in daily contact, and never cease in your efforts to bring that good to the surface.

You must continue to keep your own growth active and not slump into a "what-the-hell" attitude because of discouraging attitudes you may encounter.

You must continue to give a portion of your time and attention to study of various kinds and keep your mind young and vital.

You must not lose the personal touch in your relations with others.

You must continue to give of your best efforts to the building of a strong organization at work, without regard as to how it may affect you immediately.

You must not judge too harshly those around you who seem to be failing to do their job. There may be circumstances entering into their actions of which you have no knowledge.

You must give of your strength and encouragement to those around you who need it.

You must not arbitrarily discredit the power of unseen forces to affect the lives and thoughts of mankind. It is this inner source of power that is the keystone to the great potentialities of all mankind — including yourself.

You must begin to correlate the universal truths in your own mind wherever you encounter them in your reading and study and relationships with people.

You must not lose sight of the fact that life here is to be lived fully and joyfully—and not to be warped with pessimism and negative thinking.

Reprinted from **LOVE AND LAUGHTER** by Merta Mary Parkinson published by Frank Glenn Publishing Co., Kansas City, Mo.

Who's Doing What

NAMED assistant works manager at **White Motor Co.**: Kenneth Critzer and E. J. Koberna, both longtime employees. . . .

Frank Smith will head **Nu Tone, Inc.** advertising and sales promotion departments (for. headed same for Philip-Carey Mfg. Co.). Company also creating a special department for defense products, under Joseph Neville. . . .

New chairman of **Dravo Corp's** Junior Board of Directors for 1951 is A. J. Morrison, manager of Shaft & Tunnel Dept. Three new members appointed to Board are W. D. Bickel, L. P. Struble, Wm. H. Collins. Dravo names J. D. Copeland administrative assistant in Industrial Relations; H. G. Fieger shop manager for its Marietta, Ohio, fabricated piping plant; J. W. Oehler, sales manager of Engineering Works Division. . . .

Appointment of A. L. Geisinger to a vice presidency in **Diamond Alkali Co.** was announced by President R. F. Evans in late January. He'll have charge of Diamond's activity in the organic chemistry field—is a 30-year service employee. . . .

Birdsboro Steel Foundry and Machine Co., Birdsboro, Pa., announces new officers: Robert F. Rentschler, vice president assigned to special duties; James M. Heppenstall appointed treasurer; Lester E. Leinbach is new secretary. All three had previously been with the concern in similar responsibilities. . . .

John B. Taggart, formerly industrial engineer for Radio Corporation of America at Camden, N. J., has been appointed managing field engineer for the **Work-Factor Company**.

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management consultants, New York, according to J. H. Quick, president...

Newly appointed manager of quality control for Yale & Towne's Philadelphia Division is Albert A. Goodman, formerly with Westinghouse. Company also appointed E. J. Heimer sales manager of hand lift and motorized hand trucks made by Philadelphia

Division...

Robert C. Smith is named manager of product education for Willys-Overland's Farm Sales Dept...

Two veteran employees, R. R. Donaldson and Dr. Everett P. Partridge, have been elected to Board of Hagan Corp., Pittsburgh.

SAFETY SALON

Safety Equipment Assn. hopeful re materials

Southbridge, Mass.—The Industrial Safety Equipment Association held its second quarterly meeting at Detroit on January 17, with 29 members attending. Next meeting of the Association will be held at the University Club, New York, April 2.

Committee reports were read with members showing particular interest in the defense mobilization and material supply situations. Secretary Stewart N. Clarkson reported on the current outlook for materials. He was confident that an industry with such a vital role to play in the conservation and utilization of manpower as the safety equipment industry, would be able to secure necessary materials to aid President Truman's all-out effort to reduce industrial accidents.

John T. Monahan, assistant sales manager, Safety Products Division, American Optical Company, was appointed by Association president Charles H. Gallaway to the chairmanship of the Head and Eye Protection Committee.

Maryland gets mobile rescue station

Pittsburgh—Delivery of the first Mobile Rescue Station to the Maryland Bureau of Mines marks the opening of a new phase in that state's mine rescue and first aid training program. The mobile station, developed for the bureau by the Mine Safety Appliances Company, Pittsburgh, can transport to mines all the necessary material and equipment for instruction and practice of vital safety and first aid activities, as well as recovery work in cases of fires and explosions.

Designed to accommodate equipment specified by the Maryland Bureau of Mines, the tailor-made, all-steel body is mounted on a one and a half ton truck chassis equipped with two-speed axle and oversize tires. These features give the station maximum power and road clearance to reach even the smaller mines throughout the state over winding, narrow roads.

Interior of the station is planned with compartments for various groups of

material and equipment. All compartments are fabricated of steel. On one side is a six-foot high storage compartment and on the other side is a workbench with sink.

Major equipment in the unit includes six McCaa Two-Hour Oxygen Breathing Apparatus, ten MSA One-Hour Breathing Apparatus, six MSA All-Service Masks, Stretchers, First-Aid Supplies and a motor-driven high pressure oxygen pump.

Among the equipment carried in the truck are six unique Chemox breathing apparatus, developed by The Mine Safety Appliances Company. These generate their own oxygen supply and enable the wearers to breathe safely in any oxygen-deficient or fume-filled atmosphere. They are the same type of MSA breathing apparatus used on U. S. Navy warships for damage control operations.

Dr. J. J. Rutledge, chief consultant of the Maryland Bureau of Mines and its former director, said the Chemox apparatus performed "remarkably" while it was being tested last summer during a training course conducted by the bureau at Frostburg, Md.

Robertshaw joins Wise Owl Club

Youngwood, Pa.—The Youngwood plant of the Robertshaw-Fulton Controls Company now has a charter in the Wise Owl Club, sponsored by the National Society for the Prevention of Blindness. First charter member is Daniel Beckner, now in their Clicker Department. Beckner is reported to have saved the sight of his right eye through goggles' protection.

Best safety record in Dravo's history

Pittsburgh—Dravo Corporation and its Subsidiaries had the best safety record in the corporation's history during 1950, it was announced in February.

The 1950 record, an improvement of 40 per cent over 1949, showed that company employees worked 155,000 man-hours per lost-time injury. In addition, the accident severity rate was substantially less than in previous years.

Singled out for special honors were

HAP HAZARD



Union Barge Line Corporation and the Contracting Division. On several of the latter's big construction projects, including the Morgantown Lock and Dam on the Monongahela River, not a single lost-time accident was experienced last year.

Union Barge Line led the intra-company safety standings with a frequency of only 3.1 injuries per million man-hours worked.

It's supervisors job to...

- 1) See that his workers are trained to work the SAFE way.
- 2) Enforce all safety rules and regulations every day.
- 3) Refuse to tolerate unsafe practices.
- 4) Maintain discipline—an important factor in accident prevention.
- 5) Keep a spic-and-span department.
- 6) Set a good example for all others in the department.
- 7) Secure co-operation of all workers in accident prevention.
- 8) Check indifference to safeguards on the job.
- 9) Detect and correct unsafe working conditions.
- 10) Check conditions in the department regularly. — *Management Muses of Colgate Management Club.*

A man with a nose as red as a tail-light was arrested for selling whiskey without a license. He came up before the jury, and a clever lawyer was defending him. He put the man on the witness stand.

After a dramatic pause the lawyer said: "Look carefully at the man." Then he paused again for a long time.

"Now, ladies and gentlemen of the jury. You've looked carefully at the defendant. Can you sit there in the jury box and believe that if he had a quart of whiskey he would sell it?"

the Foreman Market

for plant tools
and equipment

Electronic accessory for paint spraying

Homewood, Ill.—Ashdee Products, Inc., have announced a new electronic accessory for paint spray units. It is known as the "Paint-Miser." According to the manufacturer, this new unit operates on the electrostatic attraction principle which precipitates up to 95% of the paint spray on the work, greatly reduces overspray, and cuts paint waste to a minimum. This is accomplished by establishing a negative charge in the paint particles as they leave the spray gun.



The paint spray containing the negative charge is then attracted to the item to be coated which is at ground potential. With this method, spraying from one fixed position, allows the paint spray to reach around corners, cover top, bottom and hard-to-get-at places with a smooth, uniform coating. The savings in paint alone, it is claimed, pay for the unit quickly.

For complete information write: Ashdee Products, Inc., 18029 Dixie Highway, Homewood, Illinois.

Waxes as lubricants

Racine, Wis.—S. C. Johnson and Son, Inc. here, makers of Johnson's Wax, announced the results of production tests which point to a bright future for some waxes as a metal working lubricant.

The tests, conducted in a variety of metal working manufacturing plants, show that special blends of waxes used in place of conventional lubricants permit drawing of stainless steel far beyond its theoretical capacity. They may also serve as a replacement for copper flashing on stainless steel wire used for cold heading. Wax blends are also proving useful in drawing of aluminum. Metal fabricators find that use of wax as a lubricant extends life of tools and dies and in some cases completely eliminates degreasing.

A large electrical manufacturing plant using waxes as a drawing lubricant found that blanks of #405 stainless steel can be successfully drawn 50% beyond the theoretical capacity of the metal. After a production run of over 2,000 pieces, tool wear was so slight that it could not be determined with standard measuring devices.

The same wax material is successfully being used as a lubricant for various cold heading operations. The wax can be applied to coil of wire either by dipping it into wax

solution and allowing it to dry or it may be applied just before wire enters cold heading machine. When square shoulders are involved in upsetting operations, they fill in far better when wax is used as a lubricant.

Other cold heading tests on stainless steel wire are being aimed at elimination of copper flashing normally applied to wire for lubrications. Although incomplete, these tests offer sufficient evidence that use of wax as a lubricant many make copper flashing step unnecessary.

Other discoveries were made by Johnson's Wax in collaboration with a large wire manufacturer and a firm making wheel bolts. In the wire mill, extensive experiments were conducted with a specially prepared paste type wax. The wax was used to coat wire in the die box, incorporating aluminum stearates as a coagulant with a small concentration of lime. As a result of this procedure, a dry wax film was applied to the wire which minimized lime flaking and provided a finish that offers considerable resistance to corrosion caused by moisture condensation during storage.

Over 150 tons of this specially finished wire has been upset for automotive wheel bolts and is now being specified by the bolt manufacturer.

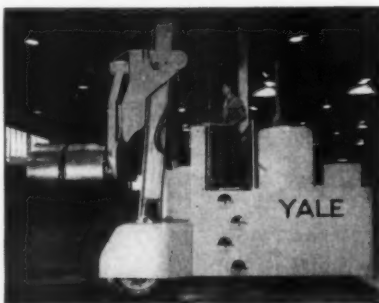
Still another use for wax in metal fabricating has been adopted by a screw manufacturer after it was determined the torque of self tapping metal screws could be reduced by 50% if the screws were given a coating of the special wax blend.

The versatility of waxes as lubricants has also become apparent in other metal working operations. For example, a major aircraft company is successfully using wax as a lubricant in the shot bending of a hard alloy tube. Wax not only reduces the bending pressure from four tons to two and one-half tons, but also materially reduces the loss from crimping and buckling.

New Yale & Towne giant

Philadelphia—Completion of an 80,000 pound capacity industrial lift truck—largest of its kind—was announced in January by The Yale & Towne Manufacturing Company's Philadelphia Division. Built for the steel industry, this giant is designed to slash handling time, hike output, increase quality of cold rolled strip steel now in critical supply.

Weighing-in at 84,000 pounds, the new Yale truck is powered by a unique diesel-electric unit of same size used in a 25-ton locomotive. On front of truck are two huge, snout-like rams that open and close like a scissors. These unique rams provide, for



Largest of its kind . . . by Yale & Towne.

first time, a unit that can carry one large coil of steel or two smaller ones. It's the first of a new series of ram and fork trucks now available in capacities from 20,000 pounds to 100,000 pounds.

At preview of new truck held for production executives of steel industry, Elmer F. Twyman, vice president of Yale's Philadelphia Division, said, "The need for this equipment was made evident after recent introduction of continuous wide strip mills which roll coils of steel at speeds in excess of 5,000 feet per minute. These mills have been found to be capable of rolling faster than material could hitherto be supplied or carried away. This truck, which will now permit the increase of coil sizes from today's normal 30,000 or 40,000 pound coils, to 60,000 or even 80,000 pound coils, will help solve this difficulty."

At present, 17 per cent of entire rolling time for coils is often now consumed in handling, according to operation statistics from one large steel producer, it was demonstrated by Mr. Twyman. He also pointed out that by doubling the size of the coils handled, steel mills will not only slash the handling time per pound of steel, but also improve quality and yield per coil, since ends of coils rolled while strip mill is accelerating and decelerating are, for the most part, "off-gage" and rejected.

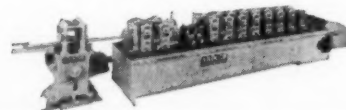
Lock seam tube mill

Cleveland—Designed by American Roller Die Corp., Cleveland 17, Ohio, the ARDCOR Model 1½ F lock seam tube mill shown here produces 30,000 feet of 2 inch diameter (.049 wall) lock seam tubing per 8 hour day.

Outstanding is the "unit" construction. Each pair of roll spindles are contained in one separate housing complete with speed reducer. This facilitates removal of any unit, makes installation of additional units simple. Possible for customer to purchase any length base, incorporate additional units as need arises.

These "units" are built with patented ARDCOR universal gearing arrangement which permits use of different diameter top rolls merely by raising the top spindle through an adjusting screw.

The worm shafts, which operate in an oil bath, along with the spur gears are chrome-molybdenum steel, hardened and ground. The worm gear is made of navy



bronze. All roll spindles are also chrome molybdenum steel—hardened and ground.

Each roll spindle is supported on two Timken tapered roller bearings in the drive housing, and by a plain roller bearing in the sliding outboard housing. All bearings not automatically lubricated are supplied with Alemite fittings.

The all welded steel base houses entire drive mechanism. Built-in soluble oil coolant tank supplied with a fractional H.P. coolant pump. Both coolant pump and hi-torque drive motor are thus assured protection, being mounted inside the base. Access doors are provided. All electrical controls mounted on front side of base, recessed at bottom, enabling operator to assume comfortable position in front of machine.

Stock entry table, and side roll stands, are an ARDCOR development that enable operator to adjust side rolls vertically and horizontally by hand knob and micrometer dial. These stands, patent applied for, are also used with special rolls between the 8th and 9th passes to hook the seam of the tube.

The cutoff press cuts tubing on the "fly." Forming and cutting off of tube is one continuous operation. It is possible to weld the end of one coil of stock to the beginning of

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the next coil, with special equipment, or by stopping the mill long enough to torch weld butted ends of coils.

For additional information, write Dept. JM, American Roller Die Corporation, 20510 St. Clair Avenue, Cleveland 17, Ohio.

Portable defense light

Somerville, Mass.—A new portable light for Civilian Defense emergencies which provides 80 hours of continuous light on each battery charge has been announced by Carpenter Manufacturing Company of Somerville, Mass. Designed for use in defense plants and in emergencies by police, fire, first-aid, rescue, demolition squads, this light (Type CDU) is powered by a heavy duty rechargeable long life battery. A special Carpenter 2-filament bulb furnishes work or rescue light for 80 continuous hours on one filament—much



longer if used intermittently—or a higher power floodlight for 20 consecutive hours on the second filament. A thumb-operated 3-way toggle switch controls both filaments. Substitute reflector provides a powerful mile range searchlight, when needed. Light has a shatterproof lens. Light is perfectly balanced, easy to handle; center of gravity always directly under the hand. Beam can be tilted instantly to any height by fingertip pressure without cocking the arm. Rugged case of cast aluminum.

New aircraft spark plug

Flint, Mich.—A newly developed Aircraft spark plug that will enable bombers to operate more efficiently at high altitude has been developed by AC Spark Plug division of General Motors. It was announced today by George Mann, Jr., AC general manager, who said that the new development, which represents the first fundamental change in Aircraft spark plugs in 10 years, was attained in co-operation with the U. S. Air Force and engineers of Pratt and Whitney, engine builders.

The United States Air Force has placed a \$4,251,260 order for a large quantity of the new type spark plug, which will be used in the famous Pratt and Whitney (Wasp Major) R-4360 engines which power the huge B-36 bombers, it was revealed.

"The new Aircraft spark plug," Mr. Mann said, "is the culmination of many years of intensive research and development in the production of an Aircraft spark plug which

would operate in the most powerful engines at the highest altitudes being considered for the super bombers of the Air Force."

'I.D.' camera speeds defense security

Jamaica, N. Y.—Photographic identification for visitors to high security defense plants and military installations and for new employees can now be completed in less than a minute using the new Fairchild-Polaroid Personnel Identification Camera.

New in concept is the visitor identity photo program soon to be introduced in many defense plants and military posts engaged in classified activities. A visitor's picture is snapped by a guard as soon as he makes known the purpose of his visit. While he signs the register multiple pictures are printed using the Land one-step process and immediately one of the pictures can be put in the visitor's badge.

With this new camera making "I.D." badges possible in 50 seconds or less, war workers and other defense personnel can go onto the job at once with no delay for processing identification badges. This new system also eliminates a common loophole in most security systems—the "blind" temporary passes carrying no photographs, that are often issued to new employees as well as visitors.

Respiration instrument booklet

Pittsburgh—The M-S-A Pneolator, which now makes possible automatic artificial respiration without suction, is described in a new 4-page bulletin No. CH-2, published by Mine Safety Appliances Company.

The recently introduced Pneolator uses intermittent positive pressure to provide safe, uniform lung ventilation in cases of respiratory failure. In operation, the M-S-A Pneolator automatically inflates the lungs with oxygen in the right amount and at the right pressure for the unconscious victim's physical requirements. No suction is employed, exhalation taking place by normal passive return of respiratory muscles in the lungs from the expanded state of inhalation. After voluntary breathing starts, the Pneolator serves as an inhalator to satisfy the patient's demand for oxygen. A second patient may be given simultaneous treatment by means of an auxiliary attachment with a separate control panel.

Compact, and weighing only approximately 47 pounds complete, the Pneolator is contained in a strong, yet light, Fiberglass carrying case. For a free copy of bulletin No. CH-2, write to Mine Safety Appliances Company, Braddock, Thomas and Meade Streets, Pittsburgh 8, Pa.

Demand oxygen unit

Pittsburgh—A new demand-type oxygen unit for emergency treatment of smoke inhalation, heart failure, asthma, pneumonia and carbon monoxide inhalation has been developed by Mine Safety Appliances Co.

Completely self-contained in a sturdy carrying case, the M-S-A Demand Oxygen Unit is put in operation merely by opening the cylinder valve and placing the facepiece on the patient. Oxygen is administered automatically as the patient's breathing requires it. This instrument also can be used to supply oxygen in conjunction with artificial respiration in cases of asphyxia.

The complete unit consists of a half-mask facepiece, regulator assembly, six-foot length of non-kinking breathing hose, a 40 cubic foot capacity oxygen cylinder and the carrying case.

For a copy of new Bulletin CW-5 describing the M-S-A Demand Oxygen Unit, write Mine Safety Appliances Co., Braddock, Thomas and Meade Streets, Pittsburgh 8, Pa.



All-purpose floor machine . . . by Multi-Clean Products, Inc.

New floor machines

Saint Paul, Minn.—Development of an improved line of all-purpose floor machines is announced by Multi-Clean Products, Inc., 2277 Ford Parkway, St. Paul, Minn.

New disc type floor machines, all approved by Underwriters Laboratories, Inc., are now available in 12, 14, 16 and 19 inch sizes for all types of floor maintenance operations.

Sturdily constructed throughout and incorporating extra-strength castings at all points of stress, these floor machines are powered by quiet, rugged, capacitor-type motors for best results and maximum operating efficiency.

Among the many features is the fully adjustable handle which makes the Multi-Clean Floor Machine comfortable and easy-to-use regardless of operator's height.

Multi-Clean also manufactures a complete line of floor scrubbing machines, industrial vacuum cleaners, permanent floor finishes.

Automatic unloading attachment

Detroit—A new, low-cost, universal, self-contained, automatic unloading attachment for rotary gear shaving machines has been introduced by Michigan Tool Co., 1717 E. McNichols Road, Detroit 12.

Attachment supplies the need for a standard unit available at low cost to convert shaving machines for automatic unloading. It is especially adaptable to unloading of small gears when automatic loading is employed. Use cuts costs by reducing operator fatigue and permitting one operator to service more machines.

The unloader can be quickly attached to any Michigan Tool 870 or 870A automatic gear finisher in any of several positions. No changes in the machine are necessary except to drill and tap a few holes for mounting brackets and the discharge chute.

Hydraulic equipment troubles?

Lebanon, Ind.—How to stop downtime, mechanical failures and expensive repairs on hydraulic equipment caused by contaminated hydraulic oils is answered in a specially prepared 8-page bulletin published by the Honan-Crane Corp. here.

Entitled "Stop Downtime and Expensive Repairs on Hydraulic Presses, Machine Tools, Etc." new bulletin presents correct method and equipment to maintain hydraulic oil in

its original condition for indefinite periods under the most severe operating conditions. Explains how Honan-Crane hydraulic oil purifiers with Cranite (fuller's earth filtering medium) remove all types of contaminants as fast as they are formed—thereby eliminating excessive wear of pump parts, preventing clogging and sticking of control valves, pistons, and other hydraulic mechanism, providing longer safe use of hydraulic oils and greatly reducing oil consumption.

Actual plant photographs and schematic drawings illustrate various applications of Honan-Crane hydraulic oil purifiers—employed as a mobile unit to serve several machines, direct connected for individual machines, and used as a part of a central oil system.

For copies and complete information write Honan-Crane Corporation, 36 Madison Ave., Lebanon, Ind.



New 4-in-1 punch press . . . by Kenco Manufacturing.

4-in-1 punch press

Los Angeles—Production of a new 4-in-1 four-ton punch press has been announced by Kenco Manufacturing Company, makers of punch presses and punch press equipment. New press, developed from a half-century of engineering experience, has numerous exclusive features, including a deep, 12 $\frac{3}{4}$ " throat, a sturdy 400 lb. cast frame and patented clutch drive dog built into clutch collar instead of a slot in crankshaft. This was engineered to eliminate weakening the one-piece shaft by deep milling. A special patented trip mechanism permits operator to change from single to continuous ramming without stopping press.

An adjustable bed permits quick conversion from the standard press to long punch, half or horn press. Connecting rod bearings are of steel encircled bronze-lead alloy, insuring long life and maximum efficiency of lubrication.

For further information and prices write Kenco Manufacturing Co., 5211 Anaheim-Telegraph Road, Los Angeles, Calif.

New deburring method multiplies output

Cleveland—New method for deburring gears and similar shaped parts, developed by Technical Department of Osborn Manufacturing Company here and demonstrated for first time at the National Metal Congress shows signs of revolutionizing this operation.

Ten times the work previously turned out by hand is processed by this new method using a semi-automatic universal work piece holder and brushing lathe set-up.

In a series of production runs by Osborn, a new operator was able to finish 200 gears per hour. With the hand method, utilizing

a hand tool, a trained operator is only able to finish 20 gears per hour. Not only is there a 900 per cent production increase, but according to the standards set by the brushed gears, none of the 20 hand-finished pieces would have passed inspection.

Operation of the Osborn work piece holder is so simple that with little practice an untrained operator can easily attain maximum production—job is that of placing gear on holder. Rest of operation is mostly automatic. Holder presents gear to brush. Gear is rotated as surface is brushed. Automatic timers (pre-set) determine length of brushing each receives—depends on type of gear, metal, surface desired, method of application of brushes.

The new Osborn brushing lathe is adaptable to many practical sizes of brushes and can be used on a wide range of gear sizes. Operation of the lathe solves problem of a dull brush—special brushes required.

Sprinkler stopper

A new device to stop property damage by water from sprinklers after a fire has been extinguished or in case of mechanical failure has just been put on the market. This sprinkler stopper is a simple unit which fits on the end of a short pole and is easily inserted in the "ring" of the sprinkler to immediately shut off the water at the point of flow. Rugged and uncomplicated, the device is essentially a wedge with a three-layer rubber diaphragm of scientific construction which covers the outlet, pressure being maintained by a fool-proof mechanical spring ingeniously incorporated in the assembly. The sprinkler stopper is put in place by firemen who respond to an alarm or by other personnel.

Information may be obtained from Sprinkler Stopper Co., 170 So. Van Brunt St., Englewood, N. J.

For your information

NEW "Corrosion Proof Linings Bulletin No. 4-1" is available from Atlas Mineral Products Co., Mertztown, Pa. . .

"Figure-Fact Atomic Age Accounting at Machine Speed . . . with Machine Accuracy" is new folder available from Remington Rand Inc., 315 Fourth Ave., New York City 10. . .

A 32-page handbook on Social Security benefits, designed for distribution by employers to their workers, entitled "YOUR SOCIAL SECURITY BENEFITS" is available. Handbook explains to worker exactly how much he and his family are entitled to collect, how and where to collect. Publisher has prepared sliding scale of quantity prices, based on the number ordered by the employer, with average wholesale price approximately 15 cents per copy.

Company officials or personnel executives of any organization interested in considering distribution of the handbook to employees may send for a free sample copy and detailed quantity price schedule. Write to: **Commodity Research Bureau, Inc.**, 82 Beaver St., New York 5, N. Y. . .

"HOW SERVICE AWARDS PROMOTE LOYALTY" is the title of a new booklet on **Service Awards** in business and industry which has been published by The American Emblem Company, in which are reproduced in full color a wide variety of pin and button awards. Write to **The American Emblem Company, Inc.**, Utica, N. Y. for free copy. . .

Detailed selection, operation, and maintenance data for the plant engineer responsible for dust control is contained in a 50-page, digest-size book—"Industrial Dust Control Through Exhaust Systems"—offered by the **Pangborn Corp.**, Hagerstown, Md. Liberally illustrated with 15 photographs and 10 line drawings, the book treats, in three major sections, (1) Exhaust Hoods and Piping Systems, (2) Dust Collecting Equipment, (3) Exhausters and Drives.

Essays on Management

HERE is the last of ten essays submitted to us by John MacIntosh, industrial consultant with Edwin S. Carman (Engineers), Cleveland, O.

"EXECUTIVE SUICIDE"

By J. N. MacIntosh

IF an executive is required to work more than eight hours a day, he is either too small for the job, or, he needs an assistant.

The "day stretcher" is not a "dollar stretcher". If he is unequal to the job, he should be replaced. If he needs an assistant, he should be given an assistant. The idea is to keep top men, in top shape, for top performance.

The pressure of modern business is terrific. Eight hours of this pressure is enough for any one man. You can't ignore natural laws and get away with it. Nature will send a little ulcer to remind you.

We admire the man with drive, with a capacity for long hours. But we do not envy him. He is committing "executive suicide". Eventually he will become a business casualty.

High-gear activity requires relaxation. Golf and other sports should be part of the business routine. If a man is too busy to relax he is inviting trouble.

Foremen keep interest in retired members

Detroit.—Great Lakes Steel Management Club is proud of its nine Life Retirement members. These men, although retired from active employment, have full membership privileges with the Club—a standing invitation to all activities, receive all club publications, are honored at a special dinner each year.

Since retirement of its first member in January, 1947, the G. L. S. club has tried to keep up the interest of all retiring members. If any of them are ill, a delegation from the club's Social Service Committee pays them a visit. The Management Club *Bulletin* is sent them each month.

It has been the club's experience that a member's retirement doesn't halt his interest in company activities and foremanship. Many letters telling of the doings of inactive members, commenting on Club activities are highly regarded by the membership.

The nine retired members are William H. Arim, Martin L. Cover, Orville G. Dalzell, James P. Gatherum, George A. Kiah, Thomas G. Linn, William M. Prunkard, John R. Rood, Benjamin Stanley.

You may not be too wise, but if you keep your mouth shut you can fool a lot of people.

MANAGE March 1951



Underwood & Underwood

Austerity For Me? Who Are You Kidding?

I

I'm no economist, but I look around enough to know that there doesn't have to be any "austerity" ahead for me and my family or for the 50 million other families in America.

I know that war production is going to take away a lot of what we produce, but we can handle that by producing more.

When it comes to production, America has what it takes: the best tools in the world, the best production workers in the world, and the best management in the world.

The only thing I'm scared of is that some great brain might go to Washington and sell the idea that in this "emergency" the Government ought to tell us how and when to do the producing.

If that happened, brother, we would have austerity from now on: living conditions in England are enough to prove that.

And let's not kid ourselves about this being an "emergency": this war production problem might be on our backs for the rest of our lives, so we might as well make sure that we are getting started on the right foot.

II

Everybody agrees that military production has got to come first, and there is going to be a lot of it.

But there is no need to get panicky.

The draft won't cripple American industry.

For every production worker who goes into uniform, there is somebody else to take his place.

We will be short of a few raw materials for a while, but given a little time, we have the brains and the push to overcome any shortage.

Everytime America has ever needed anything badly, we have found it, or made it, or dreamed up a substitute in the laboratories.

And we can do it again this time.

We will also be short of certain tools for a while, but unless the Government makes it unattractive for people to invest their money, this shortage won't last long either.

III

Wage controls shouldn't bother us very much because we have all learned that the number of dollars on the paycheck is not as important as *what the dollars will buy*.

If we produce *more things* for the same amount of money, we can buy more things with it, and that is just as good as getting a raise.

And, brother, when America wants to produce more, *she sure can do it*.

This isn't just a matter of patriotism: it's also a matter of keeping America a good place to live in and raise our kids.

Personally, I feel sorry for poor people all over the world, and I want to help them, but *my* charity begins at home with my own people who depend on me for a decent living.

That's why I'm willing to put out a bigger day's work and maybe an extra day: I want to make sure that after the armed services have all they need, there will be enough left over for me and the folks at home.

America and austerity don't rhyme—and as far as I am concerned, *they never will*.



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